

SPECIAL ISSUE: THE LEADERSHIP FORUM

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GREAT CANADIANS

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journeys—and chart a distinctive
route to excellence

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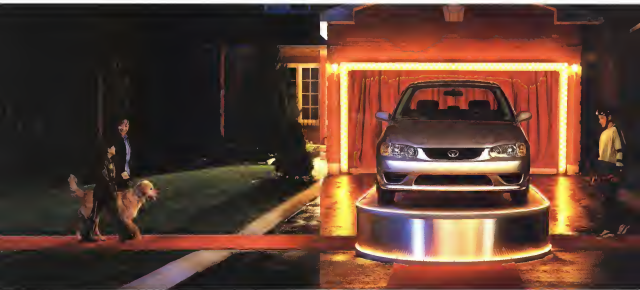
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Small photo by Peter Dinkley/Reuters

Maclean's editorial board meets weekly except for its bi-monthly in-person and by phone sessions. The board is made up of 12 members, including the editor-in-chief, who are responsible for the magazine's content. The board is also responsible for the magazine's overall direction and for the selection of the magazine's cover story. The board is also responsible for the magazine's overall direction and for the selection of the magazine's cover story.

Cover



22 Great Canadians

Macleans invited seven outstanding Canadians to discuss the secrets of their success and reflect on the essence of leadership. The special Leadership Forum became a spirited roundtable discussion, which pointed to a distinctive Canadian style and underlined the group's confidence in our future.

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Business/Special Report

60 Losing control

Edgar Bronfman Jr.'s sale of Seagram dramatized a trend that has business leaders worried: the erosion of Canadian corporate power due to takeovers and head-office moves

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Seedwell Day's amazing showing in the first round of the Canadian Alliance leadership vote leaves Prime Minister's political future on the line



50 Above and beyond

Gov. Gen. Adrienne Clarkson this week honored 38 Canadians, including Montreal's Sabrina Vaivod, with Decorations for Bravery for making their lives for others



Editor

A Canadian tradition of leadership

The theme of this week's July special issue is Canadian leadership—how to define it, where to find it, how to nurture it. It turns out that leadership is alive and well throughout the country—if not always in our political institutions. The Canada section profiles some of the winners of this week's Governor General's Awards for bravery, which put the spotlight on the life-saving heroism of Canadians from all walks of life. In the World section, Dr. Janus Pajpala, who treats many of us at Macdonald, casts his eyes as a essay on extraordinary Canadians who are moving forward in Medicine and frontiers, the worldwide group of concerned doctors without borders who last year won the Nobel Peace Prize.

The centerpiece is a special Macdonald Leadership Forum and accompanying profiles of seven distinguished participants: Chief Justice Beverley McLachlin of the Supreme Court of Canada, Raymond Charrier, Canada's ambassador to Washington, Olympic champion Marc McBeau, journalist Peter Jennings, Calgary high-tech pioneer Huan Zangli, TV impresario Dennis Dorson, and leading-edge scientist Dr. Tom Hudson.

The session took place on June 7 at the Toronto headquarters of Rogers Communications Inc., parent company of Macdonald, with a video-conference hookup to Jennings in New York City, Charrier in Washington and Zangli in Atlanta. Senior editors of Macdonald drew up the invitation list following suggestions by staff members. The driving force in getting the seven individuals to the conference table was Senior Writer Robert Sheppard, who



Hudson (above left), McBeau, Dorson, McLachlin in video-conference session. Sheppard (right) exceptional

visited the participants at their home bases before they joined in the discussion. Sheppard not only planned the Leadership Forum, but he wrote profiles of six of the honorees (Editor at Large Anthony Wilson-Smith interviewed the seventh acquaintance Jennings



Roberts, Huan (center), Dorson, Dorson: demonstrators

in Manhattan). "They are unique, engaging people who took a lot of time out of their busy schedules to help us with this project," notes Sheppard. "I was intrigued by the things they had in common and, in the end, I think most of them were, too."

Michael Benedek, editorial director for new ventures, oversaw the logistics and edited the cover package, which was designed by Art Director Nick Barakat, with pictures by Photo Editor Peter Bragg.



The exploits of the seven are part of a strong tradition of leadership in Canada that can be traced to our founding fathers. In past July issues, Macdonald has celebrated the accomplishments of prime ministers and leading figures from the arts, business, science and other areas. Macdonald, which this fall marks its 95th year—and our 25th as a news magazine—has always provided a window on Canadianism and leadership. In fields as diverse as satellite technology and fiction, scientific research and sewing, transportation and opera, we have taken our place on the world stage. Before Confederation, Dr. Abraham Gesner of Halifax literally shed new light on the world with his discovery of kerosene. Within our own corporate family, last week marked the 100th anniversary of the birth of Edward S. Rogers Sr., whose genius led to the world's first battery-free radio that people could plug into a light socket. Joseph-Armand Bombardier's invention of a propeller-driven sled became the base for today's charming multinational jet and snowmobile maker. In the mid-1970s, the little-known researcher Kenneth Hill patented a coupler device that paved the way for the fibre-optic revolution. But the wonders of his forgotten progenies, such as the giant roller, the zipper, Pabian, the green garbage bag, even insulin, pale in comparison to the larger miracle: a young, small nation that has furnished next door to the colossus of the globe for 133 years. Happy birthday to us.

Robert Lewis

robert@macdonald.ca or to comment on From the Editor



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Meech Lake

The death of the Meech Lake accord might one day be seen as the equivalent of Canada's political civil war—with the forces of division winning ("The day that changed Canada," *Canada's Cover*, June 19). The Canadian political climate has changed. No longer is there any pretence for tolerance and compromise. In 1867, there was a vision of a country that went beyond regional self-interest. By 1996, political expediency ruled, and shorthanded leaders fuelled public opposition to the accord. Meech Lake was agreed to by 10 provincial premiers. Legislatures representing well over 90 per cent of the country's population approved it. The accord failed because Newfoundland and Manitoba did not pass it. If we are very fortunate, we may one day get an agreement to unite this fragile country. If we do, it will probably be similar to Meech.

Bald D. Barry, Ottawa

The major reason for the accord's rejection in so-called English Canada was Quebec's avowing of the notwithstanding clause in the midst of the debate. That province refused to withdraw its discriminatory language legislation, which had been promulgated



illegal by the Supreme Court of Canada, and used the unsigned (by Quebec) Charter of Rights and Freedoms to restrain it. That provided the rest of Canada with a big screen into a future where Quebec would have even more power for such loss. Soon after with my Manitoba and New Brunswick—and later Newfoundland—decided to take another long, hard look at the accord they were about to sign.

Robert L. Bruneau, Winnipeg, N.B.

I was struck by how little credit is given to Manitoba MLA Elgin Harper for his brave stand against the Meech Lake accord ("A life of its own"). Harper's actions reminded the entire country that there were more than two founding nations involved in the formation of Canada, and constitutional change required the involvement of aboriginal people. During the debate over Meech, I was an 18-year-old aboriginal person who had never lived on a reserve and had no sense of the circumstances my people were being forced to live under. I say *dis-matched* (thank you very much) to Harper. Because of his actions, I went to university and studied the history of my people, and now I can humbly say due to work for my people.

Dwayne Nashimahn, North Bay, Ont.

Businessman and Prime Minister Jean Chrétien adviser John Rae is absolutely right when he states that "Meech was wrong for Canada." After all, as the article said, "In early 1996, [former premier Robert Bourassa] was reminded of his previous statement that Meech marked a beginning, not an

A two-way street

Dr. Howard Burgman complains that patients do not provide medical practitioners with an adequate medical history ("Risking care," *The Mail*, June 19). He concludes that for the best health care, patients "must be prepared to contribute relevant information" regarding their medical history. So, too, must medical practitioners. Each time I take my car in for servicing, the auto-care practitioner supplies me with a file of previous services—what was wrong, what they did and what it cost. In sharp contrast, when I walk out of my doctor's office the most I may have is a prescription that I cannot read, for a medicine that I cannot pronounce, and that I must leave with my pharmacist. When I leave a hospital, it is without a scrap of documentation in my hand. Is there a single medical doctor, professor of medicine or hospital administrator who is prepared to justify this lack of documentation? If they are so eager to us in maintaining our health, they too must be prepared to contribute relevant information to us. Only then is it possible for us to play the part that Burgman so rightly suggests we should.

Daniel McDonald, Montreal, B.C.

end, to Quebec's push for powers." If the Meech Lake accord was meant to be but the beginning of Quebec's push for powers, how could the end have been anything but a powerful federal government, and the inevitable secession of the country?

Gilbert Morin, Lacanville, B.C.

In January, I received a phone call from a local Reformer wanting to know if I would take out a membership ("Full steam ahead"). I politely declined and asked the caller to make sure my name was taken off their phone list as I was ill. In the next five months, I received no fewer than 10 more calls. Each time, I asked to be taken off the list. I have to wonder when I see the Alliance's claim that they have more than

100,000 new members. I wonder how many of those people told me just to stop the phone from ringing.

Nancy Marwick, Two Hills, Alta.

Water and livestock

As a pork producer in southwestern Ontario, I would like to believe that the public does not really think all farmers, large or small, are out to pollute the land ("When water kills," *Cover*, June 12). The article made no mention of the power action that farmers take ensuring the proper care of our animals, timely manure applications, proper techniques for field-crop production, etc. Has it been forgotten that Canada has one of the best supplies of high-quality food products at relatively low cost in the world?

Teresa Van Ruy, Oakwood, Ont.

Inaccuracies in "When water kills" would lead uninformed readers to believe that Canadians cannot raise pigs and still have water that is free of E. coli.

0157. This is wrong. You assume that the E. coli type 0157 in the Wilkinson water was caused by cattle and pigs. No link has been made between the area cattle and the contaminated well. Further, pigs and pork are not sources of that bacteria. Canada is an ideal country for animal agriculture, combining the advantage of producing all of the grains needed to feed our pigs with the land areas that require the manure available in the swine manure.

Cole Dewey, Associate Professor, University of Guelph, Ont.

Your article suggests that so-called factory farms are the culprit in the Wilkinson tragedy, while virtually overlooking the majority of producers that are to farm in an environmentally sound and sustainable way. Perhaps governments should take a closer look at their message to producers and the general public as they subsidize factory farms in some provinces, while allowing water testing and reporting to be the jurisdiction of private laboratories with little or no legal ramifications in

others. The trend towards large-scale operations is reflective of the lack of government and consumer resistance to small-scale producers. As a result, intensive livestock operations will continue. But to imply that the industry should shoulder the blame when conclusive proof does not exist is a wrongful accusation against thousands of conscientious producers.

Eric McLaughlin, PhD, MSc, Senior Lecturer and Researcher, Animal Science, Redgreen College, University of Guelph, Ontario

Down the brain drain

As a former executive of several of Canada's largest companies, now living and working in Mexico, I suggest that it is not just the number of brains leaving Canada versus immigrant brains

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Edited by Anthony Wilson-Smith
with Shereka Desautel

Traders, NHL-style

The grapevine, online

The NHL season is finally over—but on the Internet, hockey talk continues. “The playoffs were kinda boring,” says Brady Bjornson. “Now things get interesting as we move into trading season.” Bjornson and Cory Harrower, both 14-year-old Winnipeggers, started Puckfirm.com last summer—focusing on NHL rumours—because, Bjornson says, “we were sick of cutting lawn.” They thought of the idea on a golf course. Harrower then slept over at Bjornson’s so they could research the Net. They chose internet as their subject because, for one thing, most rumour-mongering takes place in summer when school is out. They first reported rumours found in newspapers within a month, they were listed on Yahoo! That led to ads, and enough money to hire a writer. Traffic soon



Bjornson (left), Harrower: the scoop about trades, etc., while they're late

jumped from 2,100 to 14,000 hits a month. Now, they have eight paid writers as well as 27 volunteers. With companies such as ESPN advertising, the pair say their gross earnings are gone. If one more professional riggs true, maybe Eric Lindros will retire—and then come on board as a source.

Over and Under Achievers

Voters: take the Long way home

Kim Jong Il's fashion tips?
The *Dress-monde* of a *Winning dog?* Tiger leaping tonight? And rock on, North Americans?

◆ **Kim Jong Il:** Good news for world peace, bad news for *fashions*—South Koreans so happy over peace entreaties from leader of North Korea, they're buying some styles of plug-ugly sunglasses and women's uniforms.

◆ **Edgar Ramirez Jr.:** Sale of Seagram means lots more money—but Mc Sam would never have wanted for being No. 2.

◆ **The Maple Leaf Forever:** We'll, eh, every July 1, just to let us be don't disturb the neighbours—patty omelette, Canada!

◆ **Tom Long:** Would you buy a used note from this man?

◆ **Beast the Dog:** An inspirational role model for men. The 8.5-kg goodie order 30 km over five days from kennel back to Winnipeg home—and never over hills for directions.

◆ **Tiger Woods:** The question these days is whether—or when—he'll ever lose a golf tournament again.

◆ **The Stars and Stripes:** Be as loud and proud as you want on July 4—your northern neighbours and pals wish you well.

How nice are your neighbours?

If you want to live in the friendliest areas of Canada, there are a few areas that can improve the odds. Be in a family with children, have a single detached home and reside in a rural area, especially Newfoundland. Those are findings from a large Statistics Canada survey that asked nearly 75,000 adults how close they are to their neighbours.

Percentage of adult population who talked with a neighbour at least once a week



Source: Statistics Canada

Cartoon Capers

A gnome wasn't built in a day

Chris Lavo and Madik Szczerbowski are two talented cartoonists with no dreams of being snatched up by Disney and shipped off to Los Angeles from their studio in downtown Toronto, Szczerbowski says. “We just want to move back to Montreal and work for the government.” They mean the National Film Board of Canada, long known for an Oscar-winning animation. The pair call themselves *Clyde Henry*, and they boast an eclectic portfolio that includes, among others, a bittersweet satirical and somewhat raunchy cartoon strip in Canada's urban magazine *Vice*; animated shorts for Space: The Imagination Station, an division for MuchMusic's Gay Pride parade float, a cover of *Gay magazine*, which is geared to two- to 30-year-olds, and—no joke—secret blueprints for the department of national defence.

Most of their work involves creating three-dimensional marionettes, sets and props from scratch, using



Clyde Henry's gnomes enjoy their capers

anything they find, their often include other people's garbage, dollhouse trinkets, plastic doll parts and toys. Recently, they built a rocker for one of their Space projects with a fender, roller-blade holder, mini beer keg, top of a cranberry juice jug, lamp frame, Ping-Pong balls and two glue container tops.

For their latest comic strip, they made garden gnomes and took them to the woods to act out scenes. “We got most of our old strip for *Vice*, which catered to 18-year-old boys,” says Lavo. “In this one, the gnomes are extremely smart, hang out in the woods making opinions and talking about Max Ophuls film.” Lavo and Szczerbowski are also storyboarding an animated short they hope the NFB will fund that way they can flee ... to Montreal.

Bank on Whom?

The search for a replacement for Banked Canada governor Gordon Thiessen is now focusing on two main candidates: the bank's senior deputy governor, Malcolm Knight, and Royal Bank chief economist John McCallum. Observers believe Thiessen favours the selection of Knight, a 56-year-old economist who joined the bank in May 1999, after 24 years in the International Monetary Fund. In his first few months on the job, Knight appeared



Knight (left), with Thiessen: 'not his guy'

to be a pinch to succeed Thiessen. But Finance Minister Paul Martin may now opt for an outside candidate to formulate monetary policy—if only because Knight has not impressed other potential central bank officials. “This has not been Malcolm's year,” said a bank insider. Martin also respects—and likes—McCallum, who likely has more support on Bay Street.

Mary Jettgas

Unfriendly Skies

'Your plane is... taxing'

By the time he got to Ottawa airport one recent Sunday night, Michael Marcolini, chairman of the polling firm Pollara Inc., had already submitted a survey on passenger dissatisfaction with Air Canada. The Liberal pollster was mad. He had just attended a day-long strategy meeting of the party's national election campaign committee. So he was annoyed to hear his flight had been cancelled due to mechanical failure. Although Air Canada had officially withdrawn its trial, Canadian Airlines International Ltd., Marcolini's flight was handled by the Canadian carrier. The pollster asked, in vain, where trains, Air Canada flights or charter

Under pressure from stranded passengers, including a couple who were supposed to catch an early flight from Toronto to Las Vegas to be married, Canadian Airlines staff produced one hotel room. Marcolini had a cab—arriving home 11 hours after he left for the airport. Ironically, he had just completed a survey that showed that 54 per cent of 1,000 respondents—including close to two-thirds of frequent flyers—want American carriers to have access to domestic routes. “I was surprised,” says Marcolini. “Then, after my experience, I realized flyers have to keep using people who insult them—and never say they're sorry.” Canadian Airlines spokesman Dean Brown and the Fokker F-28 jet was grounded because of “an incident with a car” at noon the day before—and the flight was cancelled eight hours later. “The only people who would have showed up at the airport,” he added, “would have been people that we didn't have a contact number for.” Too bad for them.

M.J.

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PASSAGES

Donated: Ted Rogers, 67, president and CEO of Rogers Communications Inc. (which owns *AirOne*) and his wife, Lorena, commemorated what would have



been the 100th birthday of Rogers' father by giving gifts of \$25 million to the University of Toronto and \$10 million to Ryerson Polytechnic University, plus \$2.5 million to the treatment of eating disorders and \$1.5 million to vascular research at the Mayo Clinic. At U of T, the money will, among other things, double enrolment and provide scholarships in the electrical and computer engineering department. Ryerson will establish Canada's first graduate school in communications, named after **Edward S. Rogers Sr.**, who invented the first batteryless radio tube (popularizing the use of household radios), started the world's first all-electric radio station and was granted the first television license in Canada. He died of an internal hemorrhage at age 28 when Ted, his only son, was six years old.

Died: Former Japanese prime minister Naoto Tanaka, 76, was forced out of office in 1989 after only two years, due to a smoke-for-favours scandal. A powerful member of the country's ruling Liberal Democratic party, Tanaka continued to lead Japan from behind the scenes—backpacking successors and directing their policies. After a lengthy illness, Tanaka died in a Tokyo hospital of respiratory failure.

Died: Montreal clothing designer Leo Cheshire, 65, was the first in his profession to receive the Order of Canada. Cheshire had his own couture shop, a collection backed by Brodwin Industries and a Montreal *Gazette* column. He died after a battle with Alzheimer's disease.

Died: Former University of Toronto and Carleton University president **Claude Bosell**, 84, was one of 10 children. He rose from modest origins to earn a PhD at Cornell University, and then to a series of high-profile jobs, also including chairman of the Canada Council. His two-volume, 1981 biography of Vincent Massey, the first Canadian governor general, won acclaim. Bosell, who served as president of UofT for 13 years, until 1971, died in a Toronto hospital.

Died: American actress Nancy Marchand is best known for her role as Mrs. Pynchon, the pugnacious newspaper publisher on *Las Vegas*, for which she won four consecutive Emmys. Most recently, on the critically acclaimed HBO series *The Sopranos*, Marchand played viceroy Mafie matriarch Livia Soprano, who ordered a hit on her own son after he got her in a nursing home. Marchand, whose illness was incorporated into the script of the show, died of lung cancer at her home in Stratford, Conn., a day before her 72nd birthday.

Awarded: Veteran broadcaster **Mark Stanovick** received the lifetime achievement award of the Canadian Journalism Foundation for his work at the CBC. Before taking his current position as head of television documentaries, Stanovick founded the CBC Radio shows *At It Happens* and *Sunday Morning*, co-anchored CBC TV's *The Journal* and served as producer for its full 11-year run. The foundation also honored the *Ottawa Citizen* with an Excellence in Journalism Award, recognizing the paper's rebirth in 1997, which included a greater focus on national and international affairs.

Won: **Jany Li** and **Andrew Lam**, two Toronto high school students, have each been awarded a \$10,000 (U.S.) savings bond after placing first in North America's largest student science competition, the Toshiba/National Science Teachers Association Explains/Visions Awards in Washington. Li and Lam, both 17, beat out 13,000 competitors with a project that generates an unlimited source of renewable power by using artificial chlorophyll to simulate the solar power processing ability of plants.



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Over to You



Beverly Young

Proud of my protester son

My 22-year-old son has been part of several front-page stories recently. Last month, he went to Windsor, Ont., to demonstrate in front of a meeting of delegates from the Organization of American States. I knew he was going, but I imagined a kind of back-row participation. The heading the next day in one paper—"Assault and pepper"—caught my eye. I looked closer—the worn-out Doc Martens, the black jeans with the ripped left knee. "That's Geoffrey," I thought. "It can't be!" I looked even closer—the fair colouring, spiked hair, the gas mask. It was Geoffrey. Any mother can imagine what I felt then. The pounding heart. The fear in my belly. The no denying: "Who he OK? Did he get hurt? Did he get arrested?"

As things turned out, he didn't get charged. He waited for a few hours, and then released relatively unscathed but wiser in the ways of a protest—bruised from being forced to the ground and knotted in the stomach, and home from pepper spray. The following week, I suspected he would be at the Ontario Coalition Against Poverty protest at Queen's Park, and he was. This time, with the wisdom of that previous experience, he stayed further back from the front lines—a fringe participant in a protest with a much different flavour, observing the violence and forming friendships on both sides.

Nothing really bad happened in our little home town of Brighton. We have few homeless people and little crime. It's hard, easier to ignore things that are unpleasant in the world than it has been to really think about the terrible things that go on in places I have only heard about.

Geoffrey's priorities are highly different. He doesn't care if he has a nice house and comfortable life. Home seems to be wherever he lands. His income is sporadic and comes from selling freelance articles

about issues he is passionate about. His life seems a hodgepodge of righteous indignation over homelessness in Toronto, labour and human rights issues, free trade and so on, plus helping to solve whatever issues his friends may have. He's a compassionate person—he'll give his last dollar to a friend who needs money, then not have enough for food himself. He is not a violent drug user or irresponsible second-class member of this society. In Windsor, he didn't ruin the police, and he wasn't violent. Yet his gas tank was vandalized and he was pepper-sprayed from about six inches, with no warning. He was handcuffed and locked in a cage with 60 other young protesters.

We attended a family funeral shortly after those events. Geoffrey mentioned the Windsor OAS meeting to relatives. "What does that have to do with you and why would you want to do that?" were the unspoken questions as they learned politely, then moved on to more important issues like flowers for the funeral or where to have lunch the next day.

Our young people have things to say about the world they will inherit. I'm proud of my son. I tried to instill in him the ability to think for himself, to question things. He has become an independent adult with the passion to believe he can make a difference. Your children, too, have opinions and ideas that could change the world. It's time we listened.

Why am I writing this? To try to make Canadians realize what a truly authentic bunch we have become—and ask if this is really what we want our country to be! Something is amiss in our society and our government: do we care?

Financial planner Bev Young has two children. Guest submissions may be sent to: overseas@canada.com or faxed to (416) 596-7730. We cannot respond to all queries.



RICK GROEN
Film critic

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Film critic

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A Canadian state of mind

Now, as July 1 approaches, several stories. In the summer of 1990, the small community of Canadians living in Moscow used to witness a curiously stirring sight. Each day at about 9 a.m., a line would soon form just outside the Canadian Embassy grounds. The people included everyone from retirees to middle-aged doctors and scientists to university students, trying to look well-scrubbed in plastic running shoes and polyester jeans. By the time the visa section started receiving applications at 10 a.m., there were more than a hundred people waiting. They waited hours more for the chance to pick up documents to fill out, so they could return a second time to apply for the right to emigrate to Canada. The odds of success were slim—but as one university professor said, in fluent English: "I'll wait around if they'll take me." Back home, the debate over the Meech Lake constitutional accord was raging. Those Russians wanted a home where you could have three squares daily and five speeds: the fact that they hoped for paradise might explode over whether Quebec is formally a "distinct society" across the land of alibiway even Gogol wouldn't have cried out.

Then, there's the Canadianization of Ben Chen. Which the smooth 36-year-old Chin is the anchor CBC television news these days, and you'd never guess that, 30 years ago, he arrived in Ottawa, the son of South Korean ambassadors without a word of English. Within three months, he understood enough to have about a dozen friends to his birthday party. He also began a love affair with hockey—and Canada. He watched Paul Henderson's goal in the 1972 Canada-Soviet series and admired, he says, the fact that Henderson and other Canadians "never crash-talked, did these beautiful achievements on-ice, and then said understated things like 'wow, I did it for the team.'" There was also a dry neighbor who often offered up humorous traits: they learned later—not from him—that he was a decorated war hero. These things, Ben said, "formed my image of Canada as a quiet, generous place." The Chen family moved on to Germany, Korea and the United States, but Ben never stopped thinking of himself as Canadian. He did fill in as defense with the Korean government of the day, but wangled a fellowship working at an institute in Washington, so he, his wife and Ben moved there. The older Chen children had stayed in Canada to study. But instead of everyone reuniting in Washington, the Chens—father, mother and Ben—moved here.

These days, the immigration debate in Canada is almost hopelessly submerged beneath preconceptions, facile assertions, di-vi-dal and name-calling between those who would raise or lower the number of newcomers. It's undeniably true that some people who come from other countries do so ille-

gally, drain taxpayer-paid resources, or use Canada as a safe parking place against upheaval in their "real" home where they spend most of their time and money. But it's also true that people whose families have been in Canada for generations cheer on their sons, or earn expensive, taxpayer-subsidized university degrees as doctors or lawyers—and at once find south of the border, from which point they criticize the tax system that helped pay for their training.

It's easy and often wrong to generalize about people. But so long as we insist on doing so, try this: the anecdotal evidence suggests that people who come to Canada from abroad are appreciative far more than most those of us who were born here. These who emigrate do so for economic or political reasons, or both. When they come to a place where they can meet their material needs and say what they want when they want without fear, they're often gratefully grateful. Home-grown Canadians have never faced that size of pressure, so we take what we have for granted—or exaggerate the severity of our problems. A while back, a prominent sovereignist compared the federal Liberals' so-called clunky bill to M1 in Serbia, with its genocide, while some federalists liken Quebec language policies to fascism. Neither would say that if they'd lived through the real thing. An old friend who's a frequent TV talking head and Internet foreign correspondent was interviewed a few weeks ago by a CBC reporter who asked whether the recent Queen's Park anti-government demonstration was the worst he'd ever seen. Actually, he's worked in places where crowds are cleared by firing machine-guns—but the last clearly didn't press for an answer, so my friend arched silent.

Multimedia guru Moses Ensomé—himself born in Togo—says people focus too much on generational differences: its attitude, Moses figures, that whites or blacks are more than age or ethnicity. In 1995, Japanese business guru Kenichi Ohmae wrote a book called *The End of the Nation State*. Governments, he said, don't matter because they no longer control such levers as the flow of investment, information and capital. It's also true that the concept of relatively homogeneous societies is all but dead in many Western countries. But talk to a Canadian living in the United States, or vice versa, and they go on at length about differences between countries that have nothing to do with government. The nation-state no longer has the powers it did—but what still matters is the state of mind. As Canada has become more diverse, we've had to reflect more on what we stand for.

That's what struck the Chen family, who could have settled almost anywhere—but felt at home here. Have a particularly happy Canada Day, Ben—and all you Canadians who lose this place, regardless of where you were born.

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GREAT CANADIANS

IT BEGAN WITH THE REVOLUTIONARY THOUGHT that amid the doom and gloom, we have accomplished great things as a nation. In such fields as science, communications, medicine and commerce, our citizens stride the world stage. Our performers, writers and athletes compete with the best around the globe. In transportation and technology we are leaders. Our largely civil society is firmly rooted in tradition and a body of law that is the envy of the world.

To explore the nature of Canadian leadership we convened a special Leadership Forum of people at the top of their fields. The next 22 pages contain profiles of the seven eminent participants and an edited transcript of their discussion on June 7. A clear definition of Canadian leadership emerges from the package, along with a road map of how it can be attained. This week, as we celebrate our 133rd birthday, the first of the new century, we can do it with pride.

Robert Lewis, Editor-in-Chief

By Robert Sheppard

First with the head, then with the heart, first with the head, then with the heart. The motto comes from a novel about a small-town-rite English boy in South Africa learning to box. But Olympic rower Marnie McBean has adopted it for herself and can almost hear her beat out the rhythm of the oars as her sight-graphics can guide her water. The first cut is called the catch, then comes the release, and in between are the years—in McBean's case almost half a lifetime—of practice and commitment. That's 16 years of countless early morning hours on wind-blown lakes, of trying to blend her own sometimes too-egregious style (and fear of failure) with that of a teammate, of fighting through the bread-strewn pain and flashes of doubt that make up a typical working day.

What drives a Marnie McBean? What drives other achievers, not just athletes, but diplomats, judges, entrepreneurs

scientists? Over the past two months, *Maclean's* interviewed and, in the end, brought together seven prominent Canadians in an attempt to figure out what makes them tick. In the process, they produced a vision of Canadian leadership where pride is clearly on the agenda, where the sometimes derided "Canadian way" of consensus-seeking is finding increasing favor, not just at home, but internationally and in around-the-world boardrooms, and where the old values of head-down modesty and hard work will face new challenges in the age of the Internet. The *Maclean's* Leadership Forum was an eye-opening experience, McBean said afterward. "It confirmed my belief that there is a foundation to achievement that is consistent regardless of your endeavor."

As individuals, these are a diverse lot—different generations, backgrounds, professions, outlooks. Consider: Peter Jennings, the news anchor with ABC in New York City, the voice of the experience, a little world-weary, but still eager to connect the dots of shared experience. Haim Zaidlow,

founder of high-tech WE-LAN Inc. of Calgary, a stock market darling, embodying the energy of the new Canadian; Dr. Tom Hudson, who is helping reverse the brain drain, a scientist who made his mark in the United States and is determined to do it again in his native Quebec; and Raymond Chabrier, Canada's ambassador to Washington, part of that long, chain-link of public service.

At first blush, this group may not seem to have much in common. What is it that connects the chief justice of the Supreme Court of Canada, Beverley McLachlin, an elegant, cultured woman who reads philosophy in her spare time, with Denise Dorelon, the rugby dynamo who spearheads the globe-spinning MacMillan empire and who once called the most powerful woman in Canadian rock "a tall McLachlin, from the smallest of small towns Alberta, graduated from high school in 1968, and played football like the son of a gun in the 1970s, although I was aware that it was not there." Dorelon, raised in suburban Scarborough, that most modest of Toronto neighborhoods, was 11 when the Stripes ended, but went on to attend every Mariposa folk festival she could, "helicopter-dropped in front of the stage in my cowboy hat and quilted skirt," and consider herself a repository of "old hippie values."

Upon closer examination, however, both are, in their own ways, arbiters of evolving social mores and values—values, they both noted in the Leadership Forum, that have an increasing international ring. McLachlin, of course, does this formally as the head of the country's highest court. Dorelon as the ultimate selector of rock values, trying to add socially redeeming content to the



News anchor
Peter Jennings

Chief Justice
Beverley McLachlin

Olympic rower
Marnie McBean

High-tech pioneer
Haim Zaidlow

time-challenging world of pop culture. Look closer, and they are also prime examples of how leadership is learned in a multibody environment: both see themselves as open in a group exercise in which different voices are made welcome at the table. At the Supreme Court, "I couldn't tell the other judges what to think even if I wanted to," says McLachlin. "I am the first among equals and a very modest first is that."

Achievement alone was not the only reason for selecting people for the forum. McLachlin is not just the first woman to head the Supreme Court, achievement enough. She is also the first Chief Justice in living memory to defy being pigeonholed in any particular legal tradition. She comes to the court with the view that justice can evolve and that diversity must be reflected in the personalities and range of the judges themselves. In a similar vein, McBean is not just an Olympic athlete with three gold medals. She is also the consummate team player, diving and away from the regatta, using her moments of fame to raise money for her less-well-off teammates and to speak out strongly for the betterment of her sport.

What is leadership in today's fast-paced world? Clearly it is evolving. The guru and business schools say the days of the old-style autocratic leader are past. Today's managers have to be smart, yes, and hardworking. They have to be ready to adapt and—a trait Canadians learn well—they have to make creative use of adversity. But they also have to be rich in what's called emotional intelligence: self-control, empathy, team-building and collaboration.

"When I make a judgment, when we as a court make a judgment," says McLachlin. "I like to think that the losing party should walk away saying, 'They listened to what I had to say, they understood and they nevertheless still acted fairly.'" It is a similar credo at Helen Zaghloul's high-tech wonder child, WI-LAN Inc. in Calgary—know your customers, your opponents, your teammates—as it is in a zoning official. Analysis, deliberation, empathy set the pace for performance. First with the head, then with the heart.

It may be wrong to make too much of the similarities. They do exist. As it appears from the edited transcripts of the Leadership Forum that follows, the one ingredient binding these individuals is that they are all givers, all concern about the world around them (page 26). And men, at least, are more than a little competitive—particularly when it comes to competing against themselves.

Olympic rowing is all about facing down the water demons, particularly when the outer ones—wind and waves—are for those predictable. What motivates a Murrie



**MuchMusic's
Denise Doolin**



**Ambassador
Raymond Christian**

McBean? "Mostly I just want to row well. It's very risk oriented. But sometimes it's ego. I just don't want to be beaten." Science is not much different, observes Montreal researcher and autism specialist Tom Hudson, who led the team at the Massachusetts Institute of Technology five years ago that produced the first concrete map of the human genome, the chemical code that is expected to unlock the first lessons of disease. Hundreds of promising attorneys open themselves to researchers on a regular basis. But, he notes, only a few are worth taking and they can only be found with the right amount of luck, diligence and constant, sometimes debilitating, second guessing.

Still, these are individuals who are very much their own people. Families matter, as do family stories as mentioned. Many of the Montreal forum participants come from large families. Zaghloul, born just outside Cairo, is the youngest of six siblings of which all four brothers are engineers. Born and raised in Jonquière, Que., on the Saguenay River, Hudson had a different burden to bear: an Anglo name in a francophone family—and six sisters, four of them, his first doctors. And then, are few more compelling family stories than that of the Christians. Their have been three generations since patriarch Willie Christian walked his name surviving offspring out of the blue-collar environment that was Shawinigan, Que. That first crop produced a prime minister (his



**Genom. mapper
Tom Hudson**

an official, and two doctors (including Raymond's father), among others. Raymond's five siblings are also all professionals as are his two children—both lawyers and bilingual to boot, a result of an earlier stint as ambassador to Mexico.

Is there an alpha quality possessed by all members of this group of seven? Not really. Joviality, the news anchor, is in their blood. Anecdotal, confident, urbane, he credits his Canadians, that highly outside-the-family quality, for at least some of his success in the United States. Christian, too—a big strapping guy, six feet, three inches, whose charming bonhomie makes a top-off-the-dash ritual—is also something of an alpha male. But most of the seven forum participants are either diffident, almost accidental leaders.

Hudson is the epitome of the mild-mannered professor. His talent is that he can see the big picture, and the teams that need to be assembled to move projects along. He also has an enthusiasm for discovery that is truly contagious. The same with Zaghloul, who plays chess at midnight who says he has to constantly teach himself to be more social. McLachlin and Doolin claim they were virtually swept away by opportunity. "We've been so fortunate all my life," says McLachlin. "I wake up every morning and I say, 'How can I have been so fortunate?' It's still a bit of a mystery to me."

Hardly a soft an understated voice. But in a world buffeted by globalization and technological change, it may be just the ticket to the top. Christian says one of the highlights of his career was when the United Nations asked him in 1996 to be a special envoy to help reunite 500,000 Rwandans who had fled their war-torn homeland. It was a time when he had to go almost cap in hand to a variety of African despots, seeking their help in trying to bridge the gap between the underdeveloped world and global superpowers. For his part, McLachlin says "You led, I think, by working hard, by trying to set an example. But you also led by trying to bring out the strengths of each of the particular judges, by trying to make each of them flourish."

Canadians think of their Supreme Court almost solely as a civil justice arbiter. But take another look. It is also a world leader in its own right. In increasing numbers, appeals come in from South Africa, the Caribbean, Australia, Ireland and parts of Europe are citing Canadian Supreme Court decisions in their own judgments. And why not? A

modern, functioning, multicultural society with both a charter of entrenched rights and a common-law tradition, Canada is the perfect laboratory. Even Brian, the mother of English common law, is taking a look now that it has a European code of rights to deal with. Everyone is watching an escape perhaps, McLachlin notes with a shrug, the United States.

At the Americanos. As the forum discussion shows, Canadians, even supposedly successful ones, still live in America's shadow. We are the tourists, we like to think, in America's hour. Or the Lilliputians to its Gulliver. ("This is crazy," roars Zaghloul at one point. "There have been seven people brought together to talk about Canada, and we're spending all this time talking about the United States!")

But there is a distinctly Canadian way—in science, in the sharing of information and networking that American scientists find their hearts and also in high tech where there are some built-in natural advantages—properly understood, research can be done. As for Zaghloul, says in sports and culture, McBean and Doolin understand intuitively this living-by-the-edge relationship. "It's a great marriage," says McBean. "Little bits big." Doolin says nothing turns her on more than juxtaposing the vision of some top-and-coming Canadian artist against a much-loved U.S. one—and feeling it take off, feeling that creativity and genius are not bound by small numbers or small dreams. Christian has spent 34 years in public life learning to maneuver around the Americans, often in an ally, sometimes in an opponent in league with other Lilliputian nations. As for Zaghloul, in the eight years since he founded WI-LAN on the back of an extremely bright—and pampered—idea, he seems to have absorbed this lesson along with his new Canadian mentoring. WI-LAN is a next generation wireless company that has developed the technology for transmitting large quantities of high-speed data—from computers, cell phones, smart cars, you name it—via specialized radio signals. Its devices are sold in more than 50 countries, but now it finds itself eyeball-to-eyeball with the King Kong of the Internet business giant, Cisco Systems Inc. of San Jose, Calif. Zaghloul's solution, earlier this year he rounded up every other Internet technology company he could, and organized a series of conferences to establish industry-wide standards for wireless communications (which he hopes and expects will be big), working to outflank the U.S. giant with an effort to co-operative consensus-building.

"Very Canadian." Of course it is," says Zaghloul, laughing. "But I am very Canadian." He says it in a self-mocking way, but he also means it. That is his country now, he arrived in 1983 on a passport and stayed on after falling in love and getting married, all within a matter of months. He is a devoted Muslim who prays five times a day. His two children, a boy and a girl, both play hockey. And he is determined to conquer the world of high tech from a modest industrial park in northeast Calgary. Very Canadian. Little can best big. It says little with the head, then with the heart. ■



The Canadian Way



Raymond Christie



Marianne McBeau



Peter Jennings



Denise Dunlop



Robert Lewis



Beverly McLachlin



Haim Zanghoul

On June 7, Chief Justice of the Supreme Court of Canada Beverly McLachlin, MuchMusic vice-president and general manager Denise Dunlop, Olympic gold-medal rower Marianne McBeau and medical researcher Dr. Tara Hudson met each other for the first time around a small table in a Toronto boardroom. They came together at *Maclean's* invitation to discuss Canadian leadership and the

country's future in the 21st century. Joining them via videoconference that afternoon were Canadian ambassador to the United States Raymond Christie in Washington, ABC news anchor Peter Jennings in New York City, and W-LAN Inc. founder Haim Zanghoul, who was attending a trade show in Atlanta. They spoke for nearly two hours in a session moderated by *Maclean's* Editor-in-Chief Robert Lewis. An edited transcript:

Robert Lewis: Bringing you all here may be the question, but let's ask it anyway: in there such a thing as a Canadian style of leadership?

Raymond Christie: After living around the world for 20 years or so, I've been able to appreciate our style of leadership. Canada is a highly respected country. We're only 30 million people, but our voice is heard. We have played a leadership role in areas like peacekeeping, the aid to needy, land issues. We are the warm guide on some huge environmental issues, really models for the rest of the world. I think our leadership is based upon what we are as a society. We have maintained our cohesion. We have maintained our capacity to build a tolerant, a caring society that speaks to all aspects of our human development. This is why we are highly regarded. And by the way, this is why we are very respected here in the United States.

Beverly McLachlin: I see running through our political spectrum, what we do abroad and running through our legal

system, a real emphasis on trying to understand what would be the right looking for the values that constitute the right thing. I think we can see that in our foreign policy record and we can certainly see it in the last few decades, in our legal record. The Canadian courts have become leaders in the world in developing legal structures that reinforce human rights, that translate the doctrine of equality. We've put an emphasis on them, and I think I don't doubt anybody when I say there are a lot of countries interested in how we've done it and what we're doing.

Lewis: Recently, I sat beside an American CEO at a conference and, in the discussion unfolded, he started mentioning, "You Canadians are always trying to get some kind of consensus. Why don't you stop that and make some decisions?" Is that a fair comment, and is there anything wrong with that (about) true?

Denise Dunlop: Well, I think what is wrong in walking in with all guns blazing and trying to effect change. The con-

There is a confident Canadian style of leadership—and it is making a global impact

tinuous approach is sometimes, yes, difficult, yes, time-consuming. Maybe you end up with more compromises than you wanted at the beginning. But I endorse that way and I think it is symptomatic of the way we in Canada live.

Peter Jennings: Can I just add a note of skepticism here, just a little bit? It is in answer to your first question—is there a Canadian style of leadership? I think Canadians like to think so. And everything I am hearing today seems to me emblematic of coming from a smaller nation living next door to such a powerful and often aggressive one. Our size and our place in the world has taught Canadians to appreciate the value of influence. Whereas Americans are sized and have the benefits of exercising power all the time. So I think Canadian leadership, as we've already cited in peacekeeping operations, in international conventions, in international situations, is reflected in the notion that we've had to make our way somewhat more safely on the world stage than the United States has ever been obliged to do.

McLachlin: Chief justices have to lead from a consensus basis because everyone gets an equal vote, and you can't hire and you can't fire and you have absolutely no rewards or anything else. So, your leadership style, if you have it, has to be based on this ability to somehow arrive at a consensus, to get people

talking. To get them to listen to each other and really be prepared to open up and modify their ideas to arrive at a consensus. It is a real challenge. But I do think that all over the world now, people are starting to realize that, just as in judging, there are certain situations where you can only lead by consensus. In a creative activity, you don't want the top-down pyramidal-style leadership, with the person at the top feeding down the orders and ideas. You want to be able to bring up the ideas from the bottom and from the middle and you want a different model that more closely approximates a team model.

Haim Zanghoul: There is another angle to bring so close to a great nation like the United States. We have to be reserved in our decisions. We have to be—not in a political way—a bit conservative. I'm the youngest of six and you know I always have to act a little reserved in front of them so that I don't appear foolish at times. In high-tech, we Canadians often will take longer making a decision, whereas in Silicon Valley, they would advertise their products when it's just a concept, and then they would go and build it if someone bought it. In Canada, we only advertise once it's meeting 99.99 per cent of our specifications.

Lewis: What is it about your own job that really turns you on?

McLachlin: I guess what I like the most is the constant chal-

length of new and difficult questions that come before the Supreme Court. It is absolutely never boring. It is often very challenging.

Jennings: Well, I certainly share with the chief justice the enthusiasm of every day. Journalism is a great journey of discovery. And it has certainly taken me on a journey to many places I might never have imagined going, but increasingly and increasingly, as we are a group of Canadians, it is interesting to see how much more of what is happening in Canada has a measure of relevance here in the United States.

Zaglad: I think I've used everything I ever learned in the first two days on the job, planning a small company. And from then on, every day is a new day that I really have no idea what I'm going to face. I actually



'In the last 10 years, our anchor on the planet has shifted'
—Christen

enjoyed managing to get through, in part, so that fact that I assume I don't know how I'm going to get through.

Lewis A.G. McBeck: do I assume already that achieving the last goal would be the high point?

Marissa McBeck: No. A lot of people actually assume that an Olympic gold medal is a high point. But it is not actually what I train for. I train to row. I train to do my job, which is rowing as well as I possibly can. And usually the best rowing does not occur on the Olympic final days. You are too stressed and nervous. The days that I remember as being my best

rowing days are usually a really mellow workout, where it is just the start in the middle of the lake in the middle of nowhere. And then I have to hope that there will be a little bit of a mellow down effort, because I'm not going to be as good on the Olympic day. Because if I am good on the Olympic gold, I don't know how to achieve it. But if all I think about is rowing, then that takes care of the Olympic gold.

It is easy to show people the Olympic medals. But what makes me feel the most proud is the achievement of my talk. And that is what I am hearing right now from the others. The challenge is where the passion

An elevated existence

Beverley McLachlin

Age: 56

Occupation: Chief Justice of the Supreme Court of Canada

Defining characteristic: Unquestionable intellectual curiosity. Prone to pragmatism

On the imposing walnut-panelled wall directly across from Beverley McLachlin's desk hangs a huge oil painting of an almost too typical Prairie scene: a single road stretches from a small town, past the forlorn grain elevators, following the gentle curve of the foothills. That picture captures the story of McLachlin's life. It is also of a young girl raised on a ranch near Pincher Creek, in south-western Alberta (population about 1,500, when she was growing up in the 1940s and '50s). It is the story of a young girl who did her chores, helped feed the hired hands and look after her younger brothers during the summer, rode horses, read books, went to high school in town on her own during the week and then lodged off 500 km north to the University of Alberta in Edmonton where she discovered an intellectual world almost as big as the Prairie sky.

The picture also evokes McLachlin's life in another, almost quirky sort of way. The landscape had been hanging in the previous chief justice's chambers and McLachlin kept it because it reminded her of her roots. Indeed, court staff found "much to my surprise" that it was, indeed, the view from Pincher Creek. Such serendipity! It seems to propel McLachlin like a tumbleweed. Her rise through the courts has been nothing short of meteoric. The joke—she likes to tell it herself—is that she rose through

the court system faster than most of her cases. When she was asked, on a 37-year-old law professor at the University of British Columbia, whether she would consider becoming a county court judge in Vancouver—overseeing petty criminal cases and common-law torts—she thought about it long and hard. "Could I be content doing this for the rest of my life?" she asked herself. And the answer was yes, but she needn't have worried. Within five months, she was promoted to the 8-C Supreme Court. Four years later, she moved up to the province's highest court, the Court of Appeal. And four years after that, in 1989, she moved up again, to the Supreme Court of Canada, becoming, in January, its first woman chief justice.

Elegant and cultured with a delightfully raw laugh, McLachlin is the third woman appointed to the high court, but, perhaps tellingly, the first to arrive not having experienced any significant gender discrimination, if anything, almost the opposite. She owes all her mentors: a philosophy teacher here, a law partner there. But the commanding influence was clearly her first husband, Rory, a rugged environmentalist whose mother was a doctor—he was instinctively supportive of her career. When he died in 1988 of cancer, leaving her with their 12-year-old son (McLachlin has since remarried Ottawa lawyer Paul McKenzie), it was the one clear tragedy in a life that seems to have been otherwise swept happily by serene unseen hands.

As a high school student, McLachlin was one of five selected to visit the newly created Skifford



'I've always been the sort of person who could stand back from a question and look at both sides'

Theatre Festival in nearby Ontario. At the 12 of it, she represented the university at a summer-long symposium in Algona (where Raymond Christen, a law student from Laval Que., was also attending). After graduating with an honours degree in philosophy, she wrote to the university's law school, inquiring about its programs—and received an immediate acceptance. "I hadn't even applied," she recalls, adding, "I was engrossed from the first." She graduated with the gold medal.

Did she ever have doubts about sit-

ting in judgement? "I worried about whether I would be able to make up my mind, yes," she says. "I've always been able to stand back from a question and look at both sides of it, or three or four sides of it, and try to unravel the complexities. I thought I would be second-guessing, doubting long after I'd given a decision. But I don't feel I've had that problem. At a certain point, things start to crystallize, and you see the arguments piling up on one side versus the other."

McLachlin is one of the most prolific

judicial writers ever to put on a gown. She says that she gets bloodily lost in the flow of language, perhaps because writing is something like her own career: tumbling forward, from one scholastic notion to another. But the law doesn't exist in the abstract, she adds. The courts have to constantly remind themselves that what they do has an impact on "real people in real life." The road out of Pincher Creek runs both ways.

Robert Sheppard

comes from. It is the same with sports. I go out every day and I test myself to see if I'm up to it. Because every day, my environment changes. Every day, things get better. I have to be able to anticipate weakness and strengths for myself and for my teammates and in my competition. And that's what I live about what I do and I up to the challenge of every day.

Douglas: What keeps me getting up in the morning is that it is not just about rock 'n' roll. It's about youth culture. It's about an opportunity that I have to bring relevance to the popular culture and the popular music of our time. We take the themes that are present in the music, whether they be themes of racism or objectification of women, or violence, and we contextualize them. We are, at MuchMusic, big believers in media education, media literacy. And a lot of our time is spent concentrating what we put on the screen and that's very very motivating. Not only at a domestic level, because MuchMusic isn't just in Canada. We're actually in almost three times as many homes in America. And so being able to share in the cultural export of Canadian culture is a wonderful thing.



'Canadians just don't tend to follow the person who's shouting the loudest'

—McLean

Lewis: What is it exactly that we bring to the world stage? **Christien:** We have a unique advantage when it comes to helping the Americans to exercise their power. I'm always struck in Washington, either in Congress or within the senior levels of the administration when, one-on-one, people will say, "Listen now, Raymond, what do you Canadians really think about this issue?" They're used to Canada taking the high-minded kind of approach, and this helps us tremendously here.

Jennings: I think increasingly in America, has become more distant from Europe, that Canada and the Canadian experience helps Americans understand themselves a little better. In other words, it's very very productive for Americans to compare

Looking outward

Raymond Christien

Age: 58

Occupation: Canadian

ambassador to Washington

Defining characteristics:

chameleon, politician,

a man of business

The view from the Canadian ambassador's sixth-floor office is nothing short of spectacular: the balustrade on the outer patio directs the eye straight down majestic Pennsylvania Avenue to a postcard-perfect framing of the Capital Dome. "This is how Canadians like to view Americans," Raymond Christien says mischievously in his richly accented baritone. He means, from a slightly elevated position.

But proud as he is of the view and the office he has held for the past six years, Christien's real pride is found on the walls of the corridor just outside his office in the famed diplomatic enclave of his many posts of call. Twenty years abroad in New York City, Bonn, Zaire, Rwanda, Mexico, Belgium and Luxembourg. Next stop—it was announced last week—ambassador to France. He was 35, "just a kid really," when he became ambassador to Zaire in 1978 in the midst of a bloody civil war. "Who else would go?" he asks rhetorically, meaning who else was crazy enough. He still recalls the river that flowed with blood, the renal doctor who operated with a razor blade, and Aquinas that cost \$12 each. The Arthur Erickson-designed embassy in Washington is a comfortable perch, but Christien's is a life built in the international trenches.

Of course, the Christien clan has always looked outward from its Shawmut, Que., rebout. Grand-

father Welle was a strong pre-conscripted voice in the 1940s when this was not always a popular position. Raymond's father, Maurice, a gynecologist (Prime Minister Jean's eldest brother), showered his family with newspapers and magazines from all over Canada and the world. In 1964, as a 22-year-old Laval University law student, young Raymond left his vociferous crystalline after representing the school at a summer-long symposium in Algeria, then a seething cauldron of Third World nationalism and developmental problems. "This experience gave me a tremendous national and international perspective," recalls Christien, "and I've never looked back."

This was at the height of Quebec's Quiet Revolution, when the best and brightest were highly sought after at home. One of his law professors, Jalisco Chouinard (later a Supreme Court of Canada judge), was the deputy minister of justice in Quebec and he offered Christien a scholarship and full salary to continue his studies at the University of California at Berkeley for three years if he promised to return to work for the province. "But my wife, Kay—she's English, though we speak French at home—she said, 'I know you, Raymond, you won't be happy just in Quebec.'" So it was off to English-speaking Ottawa in the mid-1960s and the foreign service, where the offices were crammed three to a room. Christien wondered what he had got himself into. But within a few months he was filling an opening at Canada's UN mission in New York. Two years later, in 1968, he returned to Ottawa for a stint at the Privy Council

Office—the activist heart of the new Pierre Trudeau government. Then the world opened up like an oyster.

Foreign service is "a bit like the army," says Christien, where a sense of duty and passage through the ranks is both formal and unpredictable. But public service is changing and Christien, personally, has helped lead that change. In the early 1990s, he was flayed by his Conservative bosses for the bureaucratic bungles that allowed a Iraq diplomat, Mohammed al-Nashiri, special treatment to enter Canada as a landed immigrant. In the course of that controversy, Christien did a very undiplomatic thing: he had the courage to complain publicly and complicate the official line. And while the government wouldn't back down, its senior diplomats rose almost as one to back their colleague.

'You have to stand up to the Americans. They only respect you if you do.'



A big, bluff man—the largest of the Christiens, the family's arm-wrestling champ, he notes with pride—the ambassador argues that Washington is a unique testing ground for a Canadian. "You have to stand up to the Americans," he says. "They only respect you if you do." After donning up to his own government, a series of African adventures—he returned to the region as a special UN envoy in 1996—and a family that does not give a competitive inch, he has all the qualifications for the job.

R.S.

themselves to Canadians rather than Europeans who seem more distant. *Lewis: Do you think we make a mistake in comparing ourselves to people in the Americas?*

Jennings: I think it's in our blood. It's a national characteristic. I think very often the big mistake we make in Canada is always measuring ourselves by American standards. Americans are constantly surprised that we measure ourselves in this regard, and sometimes I think Americans have more regard for Canadians than Canadians do.

McBean: In sport, we're constantly comparing ourselves to the Americans because they're our closest and closest people to race against. The Americans always have bigger budgets and they're louder and they're bigger and we need not to trust them. I'm often asked about role models and heroes, and Canadians just don't tend to follow the person who's shouting the loudest. In a sporting sense, I think that it's a lot like what Horatio says—we're almost like a younger sibling and we're not going to win the race fight. So what we do is we put go and do the job. And I think that's where this sense of a style of Canadian leadership comes from—not from being beautiful or a braggart. It comes from being able to do the job. Just sort of putting the



'Canada, in some cases, does crowd the United States'

—Jennings

head down, doing the job and we get our respect from our actions and from our performance and, like the chief justice has said, from our values. But you know, with some people, I can say 'I've won three Olympic medals and 12 world gold medals and they'll be nodding their heads. And I go. And I've never been beaten by an American and they go, 'Woo hoo!'

Doolan: It's the same in a musical context. For years after we got over the initial talent drain to the States where some of our biggest artists like the Neil Youngs and the Joni Mitchells were to live, we went through a period where Canadian artists were suffering from a real internal inferiority complex. They wanted to seek validation in terms of their success south of the border. And we went through a time where, especially in the pop genre, artists were very reluctant to mention Canadian place-names in songs. They thought it would hinder their chances of success in America. But we've come full circle on that. You'll see America's sons of artists out there now who aren't afraid to mention Canada place-names. They talk about their respective realities, how they grew up, what the cultural difference was that shaped their lives and their music. And I think that's good because the music industry has become a lot more global and, ultimately, if you can be true to your own artistic impulse and your own music, then you're really just putting out a localization of what you are truly capable of.

Zuphous: It's fascinating. We're supposed to be talking about Canada and what makes it unique, but we have to compare ourselves to the Americans to try to find out who we are, in a way.

Lewis: In your field Dr. Hudson, so many Canadians are leaving this country, not always because of money.

Thomas Hudson: First of all, I wouldn't be where I am if I hadn't been in the States for so many years. And now, all the time, when my CV comes out, it says Montreal Genome Centre, but the fact that it also says MIT [Massachusetts Institute of Technology]. Genome Centre makes a difference. I can see how some of the big projects that we've done at MIT could never have happened in Canada. Even if the money was there, it wouldn't happen in Canada because in this country if some big project has to be done, we would want to do it in the Canadian way of distributing a certain

A sparkle, and the eye of the tiger

Marnie McBean

Age: 32

Occupation: Olympic rower

Defining characteristics: Ultra-competitive, proactive, a sense of play

Ath Marnie McBean, the consummate team player, why she took up single sculls in 1994 and the answer is Marnie-like direct. "I wanted to beat Silken." Silken Laumann was then Canada's rowing darling, the gritty blond who won a bronze at the Barcelona Olympics in 1992 while recovering from a savagely smashed leg. Marnie was no slouch either: she had won two golds at Barcelona, as a pair and with the women's eight. She would go on in 1994 to be the World Cup overall points winner, something Laumann had done in 1991. But this was not just an ego battle of top guns. For McBean, Laumann had committed the unpardonable sin: she had lashed herself off from the Canadian team to train and appeared to be enjoying the media spotlight while most of her teammates laid in the shadows. "It was kind of all this 'tearing of Silken,'" says McBean, looking back. "And I don't think she was much better than some of the other girls I had rowed with, and I said, 'I know how to end this. I'll beat her.'"

Competitive? Yes, but often for reasons that go beyond herself. This is an athlete who had to pay her Olympic way in the early going by selling hotdogs at minor-league baseball games in London, Ont., alongside teammate Kathleen Hestie (the only Canadians to have won three Olympic gold medals, two in 1992 and the third in 1996). Who had to learn, sometimes the hard way, to keep her head during personality in check when fitting in with other crewmates. And who, when the endorsements



Competing for most of her life against an older, stronger brother, 'I learned never to give up'

finally started rolling in, created her own fund for Olympic Rowers Survival (from her own money) and by bedraggling corporate sponsors—\$200 a month for those dozens of rowers without sponsorship so they could put in the same hours at the peace lake as she did. But she couldn't beat Laumann that summer in Lucerne, Switzerland.

McBean laughs now at the memory (she finished second, three seconds behind, over a 2,000 m course, losing her bid to represent Canada in the single sculls). "I don't mind losing, when it's a great race. I remember smiling like an idiot when I crossed the finish line. She had to set a world's best time out to let me win."

Was she always this competitive? Growing up in the Toronto suburb of Etobicoke, McBean says her favourite subject in high school was advanced

math because it was all about problems solving and she couldn't wait to race ahead with the answer. Her biggest confidants, though, were with her brother, John, two years older and stronger, who also took up rowing with her at the University of Western Ontario. Their battles were legendary. From then, she says, "I learned not to give up."

In many respects, McBean is just an old Canadian girl next door. She has a great smile, elderly women interrupt her in restaurants to compliment her on her diet. Of course, she has also done a shampoo commercial and bench-presses 200 lb. In 1997, after longtime partner Hestie retired, McBean went off to Windsor, B.C., for a year and to fight "her sense of play" that drew her to sport in the first place. It was to be "The year of the broken

bone," she says, when if anything happened "I wouldn't be letting anyone else down." No bones were broken. "But I knocked myself out," she recalls. "And I was so proud that I pushed myself that hard. I wanted a badge."

Rodges and medals, she has a trunk full of them. She is one of only three women ever to have won 12 medals in Olympic or world rowing competitions. The only one to have done this in so different boats. If she wins a fourth Olympic gold this summer in Sydney, Australia, she will be doing it the hard way, as a single sculler, without the benefit of a team-mate to keep the motivation alive. A sense of play may have a role in that success. Diligence and commitment to her craft will have the larger hand. "I tell other rowers that what we are trying to do is sneak past the water," she says. It is the one element that gets her total respect.

R. S.



amount for the Prairies, a certain amount for Montreal and Toronto, and so on, so it becomes that much less efficient than doing it in one place.

Leslie: So do we need a single, less visible difference of what it means to be Canadian?

Chrétien: Ah, I think that we are getting to the essence of our subject today. Let me tell you why. Our proximity to the United States, our new interdependence with the Americans and the fact that through NAFTA and the FTA, our economic links have become absolutely extraordinary: 85 per cent of our exports come into the United States, 25 per cent of the American exports come to Canada. One of the key challenges facing us in the years to come, facing our government, is the answer

"Canadian courts have become leaders in the world"

—McGladwin

clearly by Denise: "We all grow up in Canada worrying about the fact there is a 'brain drain' from Canada to the United States. Why don't Canadians begin to think that the movement of talent from north to south is a valuable export for Canada, bringing Canadian brains, Canadian talent and our

to the following question: how should we keep reaping the benefits of our economic integration with the United States while at the same time preserving, strengthening, our values, our beliefs, our institutions, essentially our essence? What we are And to answer that question, we will have to go deep into ourselves.

Jennings: Mr. Ambassador, can I suggest one way to start this has already been pointed out clearly by Denise: "We all grow up in Canada worrying about the fact there is a 'brain drain' from Canada to the United States. Why don't Canadians begin to think that the movement of talent from north to south is a valuable export for Canada, bringing Canadian brains, Canadian talent and our

Canadian imagination, the Canadian notion of consensus, the Canadian notion of leadership, whatever, to the larger stage, which is what I think attracts most Canadians here in the first place? It's increasingly an interdependence relationship in every regard.

Chrétien: We are looking north-south for more than east-west, as we did in the past. In the last 10 years, our anchor on the planet has shifted. Very few people have noticed it, but remember, just a couple of very important dates in the history of Canada/U.S. relations: The Free Trade Agreement just 11 years ago in 1985, a year later, the decision to join the Organisation of American States after decades of hesitation, again, a move towards the American. So even though our role in the world will radiate in all directions,

it is here where we are now anchored and this is where we belong. Which all aspects of our discussions in Canada in the years to come. You will see this north-south part of the much stronger than in the past. Will it result in us abandoning the poorer provinces? I don't think so, because remember that the basis of Canada will always tend us never to abandon important segments of our society. This is the difference between Canada and the United States. It's always around to see how in the United States huge pockets of abandoned people—45 million Americans don't have health care. You cannot erode that in Canada.

Denise: In terms of young people—and I'm going to make a sweeping generalisation here, so excuse me—but my experience is they're not looking at borders as seriously. They're con-

Anchored to his roots

Peter Jennings

Age 61

Occupation: Anchor and senior editor, ABC *World News Tonight*

Defining characteristic: Urbanity, perfectionism. "A Canadian sensibility to see the use of the word."

More than 30 years after he left Canada for the United States, there are two things that Peter Jennings decidedly will not do. The first is to use the word "we" on newscasts. That, he says, is because, "journalists shouldn't include themselves in the story. That's something I learned at the CBC." The second prohibition flows from the first. Despite heavy pressure over the years—and even though dual citizenship is now allowed—Jennings has not taken out U.S. citizenship. "I adore this country that has been so good to me," Jennings says of the United States. "But being Canadian is a part of who I am."

If that's the case, there are few better endorsements for Canada than the elegant, eloquent and much-travelled Jennings. After more than four decades in the business, he is one of the most-respected—and honored—journalists in the English language.

Which makes it almost inconceivable that Jennings never even finished Grade 10. The son of renowned former CBC Radio broadcaster and vice-president

Charles Jennings (who died in 1973) and his wife, Elizabeth, Jennings was bored and restless at school and instead began working in radio and TV while still in his teens. His lack of further formal education, he confides to friends, is one of the reasons he drives himself so fiercely to be so well-informed. After several years at CBC and CTN, Jennings was hired by ABC in 1964 as a reporter at 25, and made anchor a year later in a nod to the

death of Rocket Richard, and the cultural significance of Molson's "I Am Canadian" ad. "Americans," he says, "sometimes need reminding that not everything interesting happens inside the country's borders."

Jennings, in fact, is adamant that what he sees as a key difference between Americans and Canadians has also been key to his success. "Canadians," he says, "are keenly aware that influence matters as well as power. And we're much more keen to see the rest of the world." Jennings makes a point of getting "home" on a regular basis. He retreats at least once a month to a farm

"I adore this country that's been so good to me. But being Canadian is who I am."

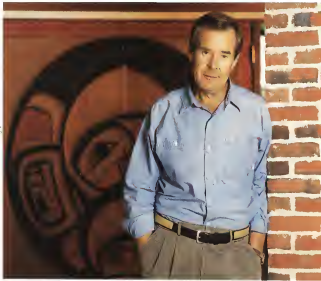
on his ongoing youth crisis.

In that first anchor incarnation, Jennings was dismissed as an inexperienced pretty boy. After three years, he asked to be relieved, and was posted to Rome. Jennings philosophized about those events in an emotional speech at his daughter Elizabeth's high school graduation ceremony two years ago. "Boy, did it hurt," he recalled, but then added: "That moment of failure was also a golden opportunity, because I was obliged to figure out who I was and what I really wanted to be."

Today he has no hesitation in using his clout to push for regular reports on activities within the United States' largest trading partner. World News Tonight recently carried stories on the

in the Gattaca Hills, and this summer will take his 18-year-old son Christopher and 20-year-old daughter Elizabeth on a tour of Western Canada. Jennings also remains close to his one sibling, arts journalist Sarah, who says the influence of both parents is still evident in her brother. "Peter worshiped Dad," she says. "And when [who died in 1962] was hugely influential in shaping his character." Jennings, in fact, used to say only half-jokingly that as long as his mother was alive, he could never become an American. Long after her passing, that hasn't changed—and neither has Jennings' sense of what matters most.

Anthony Wilson-Smith



line constantly. They're talking with people internationally all the time. They're exchanging ideas. But they're highly nationalistic. They believe in Canada. As a group of people, they are very proud of it. But when talking about, do we need a new definition of what it means to be Canadian, it's not something that we can thrust upon people. It's what will come from the bottom up, not top down. And young people who are using these new Internet technologies feel very powerful. I say feel that thus nation that they can control. They're not going to be thinking about Canadian—American, Canadian—Swiss, Canadian—whatever. Their conflicts are more global in nature. And there is a shift where they also feel that they themselves are more in a position to effect change than they ever were.

McLachlin: I'm interested in hearing what Denise has to say about young people feeling very empowered because I think one of the things that Canadians traditionally have been wont to do is to underestimate the value of what they have. Somehow, deep inside ourselves, we aren't convinced that what we have is really so valuable, and I think it is. We have some absolutely first-rate world institutions. We have a strong democratic system, a federation that's been going on a long time and that has weathered a lot of crises. And we have a pretty good court system. We have people coming from all over the world who say, how do you get an independent justice system, because everybody knows that you can't make democracy work now without an independent and impartial and absolutely incorruptible system of justice. Maybe we tend to underestimate the value of what we have.

Jennings: For all of this reason that the young like to be interconnected to the Net, that we have to be connected to the Net, we have to remember that this is a competitive relationship in some ways the one between Canada and the United States. You have to remember the pressures of those grain farmers in the American Midwest, not protesting the notion that Canadians should dump, in their view, a cheaper grain here. And as Hudson will point out, at the technology level, the United States, for all of its greatness, is not a country which is going

to be complacent about coming in second in any regard. And Canada, in some ways, does crowd the United States, and Canada will have to change. **Zakheim:** The Internet is definitely going to remove all barriers and all political barriers for sure. So, whatever governments decide to do is going to be, to a great extent, immaterial five or six years from now. There is not going to be any power to say, "Only Canadian adherents are to appear in certain magazines," or things of that nature. We are going to see much more internationalisation. And being Canadian is going to be primarily about where you live and where your house happens to be.

Hudson: Certainly, at my level of research, things have changed for the better. When I came back to Canada a few years ago, funding for [genomic] research was dropping; it was almost nonexistent. Now, just, it is going to be about \$100 million a year. And how did that happen? Well, there was lobbying and scientists got together, and I certainly cross-crossed the country many times. But still you have to change the notion in people's minds that we can do things equally well in Canada as the States. We don't have to do it much research. We have great Canadian scientists discovering cystic fibrosis genes, look at our role in breast cancer research and so on. There are a lot of great things that have been done here. And we can continue being among the world's best. In fact, Canadians publish more in scientific

Fashioning the tools of discovery

Tom Hudson

Age: 39

Occupation: physician, scientist, genome mapper

Defining characteristic: enthusiasm, scientific curiosity, a "long view"

Three floors down from Tom Hudson's busy office in the asthma clinic at the Montreal General Hospital is his pride and joy—a rabbit warren of white-coated technicians and expensive DNA-analyzing machines that look like waffle irons. This is the beating heart of the start-up Montreal Genome Centre and the soft-spoken Hudson is its guiding light. He passes his hands over each machine with an almost fatherly caress, as well he might. Despite his relative youth—or maybe because of it—Hudson is one of the founding fathers of the much-heralded New Age research into humanity's chemical code, its genome, a feat that can be attributed to an inventive mind and what he calls "quite a bit of luck."

Nine years ago, while Hudson was finishing up a post-doctoral year at the Mass General Institute of Technology, the U.S. government announced a 10-year effort to decode the human genome, the start of a multibillion-dollar international study to unlock the medical mysteries in human genes. Eric Lander, MIT's top genome scientist, turned to the 29-year-old from Quebec's Jonkoping region and said: "You lead the team." And lead it he did. By 1995, MIT's crack group of biologists, computer and chemical engineers had created the first physical map of the human genome. "We organized the haystack," says Hudson. More important, they had devised the tools, including the heat-analyzing waffle irons that speeded up the discovery process at labs all over the world.

Growing up, Hudson wanted to be a sci-

entist, "or maybe an astronaut," he says. But he was convinced by his twin, Patricia, to accompany her to medical school at the Université de Montréal. Medical school helped him focus on the research that truly interested him—immunology and why diseased organs turn on themselves. But it also taught him to wear more than one hat at a time—an essential tool in an age when scientific discovery is becoming more team oriented. Hudson says he has always had this tool, also what he calls the "long view" of how processes

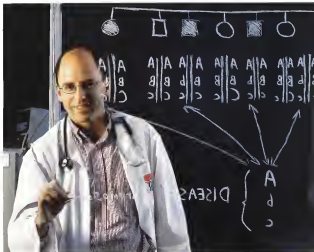
unfold. Maybe it's genetic. His father was a chemist at Alcan Aluminium Ltd. His grandfather was an engineer who built power plants. At MIT, he built the genome team, and three returned to Montreal in 1995 to take up the challenge of marrying his own skills with the medical research reputation of McGill University and the Montreal General Hospital.

He also wanted to raise his young family—he has four children under the age of 11—in a French-speaking milieu. But the year he came back coincided

with a massive cut in federal funding for genomic research, a cut that required three years of extensive lobbying to get Ottawa back into the game, and Hudson to wear more hats: lobbyist, networker, publicist. "Research is so much easier in the States," says Hudson. "But it's also very competitive and secretive. Here, doctors, experts in their field, will drop by my office and discuss problems, and sometimes we see a match with this technology and my know-how. It's all very informal, and sometimes I get so excited I can't sleep nights." He calls it "the Canadian way" and it requires a long, patient view as well.

Robert Sheppard

"Experts drop by and discuss problems. Sometimes, I get so excited I can't sleep nights."





journalists than Americans do, per capita. But the support still has to be feedforward from the ground up. And it means academics have to start speaking up for themselves. Scientists have to go and negotiate, show their presence, convince people—yes, we can do these things.

Zipflook: We have phenomenal advantages. The biggest advantage we have from an R and D point of view is the co-creation the governments give. Given the lower salaries, on average, for engineers, and given the Canadian dollar, the cost of R and D is about 40 per cent of the cost of R and D in the States. So the cheap R and D in Canada gives us a phenomenal advantage that if Canadians were to learn about it more, they would be able to exploit it.

'The Internet is definitely going to remove all barriers, all political barriers for sure'

—Zipflook

we have to be a bit more egalitarian in the way we honour our heroes. We used to a cult of celebrity that seems to honour the wrong things. If we could honour other aspects of our cultural identity and the things that make us unique—the fab-

Lewis: What should we do as a nation to encourage the new generation of leaders?

Donlon: As the chief justice said, people around the world are copying our mistakes—I see that in my industry, too. The Australians want to know how we do that Can Convent thing. That's good, because in the face of mass globalization we need to protect our own cultural identities. But I think to develop new leaders we have to be a bit more egalitarian in the way we honour our heroes. We used to a cult of celebrity that seems to honour the wrong things. If we could honour other aspects of our cultural identity and the things that make us unique—the fab-

ulous people who are in the online technology, the fabulous people who are doing wonderful biological research, and make them celebrities as much as we make those other people that shall remain nameless celebrities—we could go a long way to empower young people to say, I want to go into that field. "I just don't want to be a rock star. I want to be the best in my field in mathematics."

McLaughlin: I agree with Denise. I think we really do need to find ways to keep sharing and rewarding and recognizing the good things we do. That I think schools are important, too. I'd like more, personally—not talking as a judge now—more teaching about our institutions in school. More teaching about what goes into good government, what goes into good public service, what goes into good justice, so that kids grow

up with a clear idea of what our institutions are, as well as some of those wonderful people who have, along the way, made them what they are.

Hudson: I have four kids. And for me it's opportunity. Opportunity for good schooling, education, access to sports, music, Internet. Canada is a great place for opportunity, the fact that someone like me could go to medical school and get a five-year education for \$500 a year. My American friends just can't believe that. I've had great opportunity all of my life and I want the same thing for the next generation.

McBride: I think to myself, "How did I end up in Olympic champion?" It was because doors were left open for me. And I think that's what we have to continue to do. To leave doors open and not to close off opportunities, to encourage ideas

The power of Much

Denise Donlon

Age 44
Occupation: vice-president and general manager of MuchMusic
Defining characteristics: blonde, social conscience, pop-music caregiver

Even in its quieter moments, the open-floor scene centre of MuchMusic's video empire is not for the faint of heart. Located in a junkified neocon building on Toronto's trendy Queen Street, MuchMusic is what the word interactivity is all about. Rock videos blast from every conceivable corner and, of course, across the country on specialty channels. Pop stars troop through its glittered chambers. Teenagers are constantly smashing their faces against its storefront windows. Doctors, educators, rights activists are regular supplicants, trying to channel the power of Much for every good cause. "We had David Bowie here once and, of course, we were all gaga," says Denise Donlon, the resident cool mother. "I heard him call his manager and say, 'This is really great, but, you know, it all seems to be ran by children.'"

Donlon laughs at the recollection, a thrifty, barrel-chested laugh that seems to reverberate from every part of her six-foot, one-inch frame. But this is no joke. She truly believes in the punch-

line. MuchMusic grew out of television visionary Moses Zisner's eclectic empire and his passion for television. But it is imbued with a point of view: to have a TV enterprise run by enthusiasts, people who are more keen on the content than the technology. And Donlon, the woman credited with helping launch dozens of Canadian acts—Blue Rodeo, Barefoot Ladies among them—just because she believed in them, is chief enthusiast.

Donlon says she just happened to fall into this line of work. It was probably more of a lurch. While booking bands at the University of Waterloo in the mid-1970s, she discovered—when award-winning acts had to sleep on her dorm floor to make ends meet—that there was something seriously wrong with the business of music in Canada. So she set out to correct it. She organized a national conference of campus co-ordinators to hear directly from bands and booking agents (it's now an annual event). She envisioned her own John Mitchell ambitions ("I really art in") and became a publicist, then a rockie, hauling out equipment and organizing events for a series of Vancouver-based acts. Then, when opportunity came and Zisner offered her the reporting job on his New Music program, she balked. Fear of flying? "Yeah, I saw myself as a big,

ugly kid with a speech impediment." She hops, and she recals the situation with such disarming sincerity that it is easy to see why Zisner persevered and eventually gave her the keys to the playground.

Mated to folk singer Murray McLaughlin (they have an eight-year-old son, Duncan), Donlon lives the boom-box life of the busy pop-music executive: frequent business trips to New York City or Buenos Aires to check on affiliates, reporting outings to Sierra Leone with camera crew and rap group in tow to package the honors of west-

'Sometimes out of naïveté can come purity.'

ern Africa for the clock generation. One part Peter Pan, one part pragmatic Wendy, Donlon says she gets her energy from her mother who overcame a life of hardship in England—abandoned by her family to a girl's home for eight years—so start over in Canada and refuse her new family with dreams of the future. MuchMusic—popular music—is about dreams, too, of course. But it is also a way for the generations to interact, to share some of the same big-life ideas. MuchMusic's goal, says Donlon, is to add context to the energy. "And sometimes," she notes, almost wistfully, "out of naïveté can come purity."

R.S.



that we think are crazy, because I certainly thought—my parents certainly thought—it was pretty crazy when I decided I wanted to go for the Olympics. But they didn't close that door. As I was growing up, my parents always encouraged me to try things. Never to say no to something, because I didn't know how. So it's education, it's awareness and it's leaving all the doors open.

Zaghloul: We need to better explain that an average person has definitely got the characteristics of a leader somewhere in him. And with a little bit of challenge and the right circumstances, those characteristics are going to come out.

Clarke: My experience in the United States after 6½ years has been that we Canadians have nothing to be ashamed of, or not confident about. Just the opposite. I find that when we come into this great

people, we arrive with the skills that are not that obviously here all of the time. We're highly educated. We're very much more international in nature than the average American. We quote often speak two or three languages—a tremendous asset to

us in the world. We've got resources that are appreciated down here. So we've got a great deal to be confident about.

Jenavage: I don't know where else in the world I could sit down and listen to another group of people who were any more interesting or seem to be more eager to meet the challenge. I do think confidence is still an issue. I think it's hard, perhaps it's impossible, not to define ourselves to the degree that we do in the American context, given where we live and how large a country Canada is. When two Canadians run into each other down here, they talk up to each other and they share a not-always-quiet moment of pride in having come here and made a difference here. And I think that's very good for confidence at home. I just wish more people at home valued that. Some years ago, I wanted to go home on a full-time basis and somebody said to me, "You have to be careful you know, if you come home from the United States they're going to want to know why you failed." I hope that has passed and that the nature of the new globalism, being what it is, that we will all feel a good deal more comfortable with who we are, if not always quite where we are.

Levine: Thank you all. ■

"I've had great opportunity all my life and I want the same for the next generation"

—Hudson



Riding the wave of invention

Hatim Zaghloul

Age 43

Occupation: CEO and chairman Wi-LAN Inc.
Defining characteristics: energy, invention.
"A paradoxical look at life"

He is an unlikely romantic, a short, ruddy ball of a man with the port-up energy of a human racinovator. But Hatim Zaghloul, the founder of Calgary's Wi-LAN Inc.—one of Canada's hottest high-tech start-ups—is that too much, a serious scientist with an undying affection for aging film stars.

As a young engineer in his native Egypt and then in Europe, Zaghloul had heard the story of Heely Lamm, how the glamorous 1940s Hollywood screen star had invented a system of mid-air radio signals to disrupt enemy detection during the Second World War. This is Zaghloul's field as well. He is the co-inventor, with childhood friend Madiol Fattouche of the University of Calgary, of two wireless technologies and he holds nine other patents. So shortly after he founded Wi-LAN in 1992, Zaghloul ran a check on Lamm and found the story was true. In 1942, the 29-year-old actress patented an idea for broadcast video transmission with military application. It didn't go anywhere at the time, but a later version was implemented and Zaghloul's invention took it into another realm of massive amounts of

data being transmitted by radio signal from computer to computer, or from cellphone to a home information centre, eliminating the need for cable or telephone lines.

Zaghloul contacted Lamm, who was then in her 80s (she died in January at 86), struck up a telephone friendship and gave her a stake in Wi-LAN. "It was mostly for the public relations value," he says, "and her name opened a lot of doors for us. We didn't have to give her any shares—her patent had long expired. But I liked her on a personal level and it was like the industry today basing one of its pillars."

Zaghloul also sees himself as an industry pioneer. Wi-LAN is one of those next-generation companies. Its technology may well become the base for what some call the coming wireless revolution: the ability to e-mail, surf the Net, adjust the lights in your home and order theatre tickets from a cellphone or hand-held computer. But honour is important too. A spiritual man, a practicing Muslim with an extraordinary interest in Zen Buddhism—and a block Persian—Zaghloul has built a company that mixes some of these paradoxes.

The original plan was to build a prototype and sell his technology to the highest bidder. But then life took a funny twist. Friends, family members and friends of his partner, Fattouche, put their money in Wi-



A start-up's dilemma: "I couldn't walk away anymore. These people were investing in me."

LAN. Some remortgaged their homes to do it. "I couldn't walk away anymore," says Zaghloul. "They didn't have a clue what they were investing in. They were investing in me." And what an intriguing investment that was. His backers were buying into a young engineer from the University of Cairo who graduated at the top of his class, an intense academic who plays chess to relax and who dipped through a masters and

PhD in physics at the University of Calgary in near record time. They were buying into a man who has always had a foot in two cultures—growing up, he spent summers in London with his father, a BBC radio producer, the school year in conservative Gaza. And they were looking on to a newly devoted Canadian who stopped over in 1983 to visit a brother and wait for a visa to the Orient to study Buddhism—and then

stayed on after meeting his future wife at a Calgary roller rink. A life of academic pursuit had suddenly turned into a life of responsibility. Wi-LAN took root in a modest Calgary industrial park. Its stock rode the high-tech wave, its products are sold in more than 50 countries. But its offices are so hills and almost aseptic. The only thing that stands out is the Heely Lamm boardroom, with a framed pep of the glamorous girl in all her razzle-dazzle.

R.S.

A Land of Excellence

By Peter C. Newman



In any country that has more cars than people, like this one, excellence tends to suffer by inadvertence. Yet, we have more than our share.

So differentially inclined that we would rather raise killer bees than sing songs of self-praise, we tend to downplay our home-grown excellence. That's what makes us feel inferior, not the absence of excellence itself. Indeed, the onset of the millennium finds this country overflowing with leaders in every field of endeavor, from pioneering diabetes research to the world of country music divas. Excellence may have collective consequences in raising national prospects, but its essence is exercised individually. One by one, we are finally creating an exciting and highly competitive new global identity.

One obvious mark of excellence is invention, the intuitive leap required to think up a new idea that turns into useful innovation. The lengthy list of Canadian firms is impressive, and even when we don't create the ultimate product—such as the Internet—we come close. In 1968, a group of National Research Council scientists pioneered a touch-sensitive screen and pioneered an extraordinary interactive computer system to test and educate students with learning disabilities. Based on a central computer in Ottawa, the computer linked, one of the first of its kind, connected educators across the country and revolutionized



Few people are aware of the impressive list of Canadian inventions, from foghorns to zippers

the teaching of the children. Since those early days, Canadians have so overwhelmingly taken to their computers that we log on to the Internet for 15 hours a month and exceed the U.S. home penetration figure by 40 per cent to 32 per cent. According to a blue-ribbon, government-private sector roundtable report released earlier this year, 180,000 Canadian jobs will be created by the Internet in the five-year period ending in 2005, while another study says domestic

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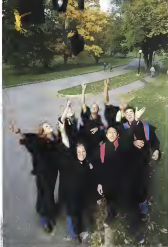
We are overflowing with leaders in every field of endeavour

e-commerce will reach nearly \$148 billion in 2004.

The galaxy of firsts that few Canadians know about include the steam locomotive, washing machine, zipper, pain reliever, electronic synthesizer, capnet, sonar, lensatic, electron microscope, rack-away-handle beer canner, advanced space-vision systems and, in 1860, a mechanical skirt lifter that helped Calgary ladies cross muddy streets. And, of course, there are the ones most of us do know about: insulin, Pabian, the snowmobile, Superman and Tintin! Pursue! That list leaves out the telephone, which every Canadian schoolchild knows was perfected by Alexander Graham Bell in Brantford, Ont. Bell modestly credited his 1876 invention to not knowing enough about electrical theory to realise the phone could work. He was a true Renaissance Man, having also pioneered the gramophone, film sound tracks, the electric eye, iron lung, a saltwater cosmetics pre-X-ray method for detecting hollow inside bodies, a functioning hydraulic cuff, a vacuum jacket to ease childbirth, Canada's first manned flight, and a new breed of sheep that gave birth to more than one lamb.

Excellence in Canada has always been measured according to one criterion: would it make the cut in the United States, that empire to the south of us that validates so much of what we do and desire. Until very recently, the meaningful accolade was "She studied at Harvard," "I thought it on Fifth Avenue," "We got our tan at Palm Springs." This book was respectfully reviewed by *The New York Times*. "She had her honeymoon at the Mayo."

Economies of scale still allow Americans to pick the winners in many categories, especially the entertainment industry, which depends less on quality than on numbers. But excellence is now spawning independently on our side of the 49th parallel. Whereas the global economy that obeys no rules except those of the Darwinian jungle, Canada has been remarkably successful. In two of the past three years, the Canadian economy has grown faster than that of the United States. That's a remarkable show of excellence, because 40 per cent of our gross domestic product is exported. In other words, what we do and what we make is competing successfully in world markets that are open to all comers on increasingly



Graduation day at Acadia University, Wolfville, N.S.; Canada has the highest percentage of postsecondary graduates in the industrialized world

equal terms. One example: Ontario is about to become the number 1 auto-producing region in North America, surpassing Michigan, which now accounts for 18 per cent of the continent's vehicle manufacturing.

We must be doing something right.

What we're doing right is educating our young. Except for our tragically dysfunctional health-care system, no public-sector activity is the subject of harsher criticism than education. Yet a higher proportion of Canadians is successfully completing postsecondary education than the citizens of any industrialized country on earth. Michael Dell, the computer wizard, recently rightly observed that "Canada is a hotbed for new technologies, with an advanced communications infrastructure and a New-wave population that makes it a leading competitor in the New Economy."

Despite the volatile political climate that has created a leadership vacuum in Ottawa, Canadians are taking their future into their own hands and declaring that this will be their country. Thirty million characters in search of an author, we have on this Canada Day, 2000, released something highly significant: that Canadian excellence is not an oxymoron.

Being Canadian has become less of a journey than a destination. We have arrived at last. ■

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The Alliance's Time of Reckoning

Stockwell Day's strong showing in the first round of the leadership vote leaves Preston Manning's future on the line

By Brian Bergman in Calgary

As a valedictorian for the 1960 graduating class at Horte Hill High School near Edmonton, Preston Manning compared his classmates' experience to the launching of a satellite. Graduates could only reach their potential, he said, by meeting the forces that attempt to pull them down. In the intervening 40 years, Manning has continued to preach—and practice—the virtue of perseverance. Since 1987, when he founded the Reform party (which this spring morphed into the Canadian Alliance), he has faced a series of political crossroads and crises—only to emerge stronger than ever. But on Saturday night, after putting his leadership of the fledgling party on the line, Manning watched as challenger Stockwell Day enjoyed an upset victory in the first round of the Canadian Alliance leadership vote. Still, Manning vowed to persist in what promises to be an uphill battle in the final ballot on July 8. "I'm asking all my supporters to dig just a little deeper," Manning said. "We need each and every one of you."

Following a 13-week leadership race that was mired in its final stages by allegations of fraudulent membership drives and voting irregularities, it was the strong showing by Day that had political analysts buzzing. A zealous 54-year veteran of the Alberta legislature, who speaks passable French, Day has been especially frank about his opposition to abortion and gay rights. The fiscal policies he espoused during the campaign would also represent a marked departure from the main quest, including deep tax cuts and an end to cultural and regional subsidies. Whoever wins on July 8, Day's success to date ensures that his views will help shape the message the Canadian Alliance



takes into the next federal election, says University of Calgary political scientist David Taras. "The Canadian Alliance was supposed to be Reform on Values," jokes Taras. "But it's become more like Reform on speed."

This week, all eyes will be on Ontario political strategist Tim Long, the third-place finisher, and his supporters from other candidates, British Columbia Alliance MP Keith Martin and Ontario nuclear plant worker John Stuchess, placed well back. Their votes could be crucial in deciding the next



Day with his wife, Valerie, Preston and Sandra Manning (left) "to soon we need to be washed"

Alliance leader since no new memberships can be sold between ballots. At the outset of the leadership campaign, it was assumed that most of Long's support would shift to Day on a second ballot, primarily because many Ontarians consider Manning unreliable. "Manning carries a lot of baggage in Ontario," a senior Long adviser told *Maclean's* at the time. "For the new party to win here, it needs a new leader."

But during the leadership race, Long and Day sometimes appeared as loggers. The trouble began when a pro-life group supporting Day publicly attacked Long for having gays on his campaign

team. Day said he spoke to the group's officials and "made it very clear that our campaign does not countenance hateful or disrespectful comments"—a response Long said was too equivocal. Later in the campaign, Long warned that, with Day at the helm, the Alliance would make opposition to abortion a key election issue—and hand the Liberals a landslide victory.

Despite the biceps, Rod Love, a Calgary political consultant and a senior Day campaign strategist, expressed confidence that Day can make inroads among former Long supporters. Love told *Maclean's* that he talked last week to Paul Rhodes,

Alliance members must decide who can reach out to moderate voters

his counterpart on the Long campaign, to stress that Day had no intention of running a federal election campaign on issues like abortion. Added Love: "A lot of what the Long camp was saying about Stodwell was not so much misguided as it was incorrect." Love, who has run several successful campaigns on behalf of Alberta Premier Ralph Klein and who counts Long and Rhodes as friends, said he would be surprised if Long endorsed either Day or Manning prior to July 8. "From what I know of Tim," he says, "I think his attitude would be, 'You are all intelligent, sophisticated voters—do what you think is best.'"

In any event, many analysts believe a significant number of Long supporters may simply disappear between ballots. Says Faxon Ellis, a Lethbridge Community College political scientist and a former Reform activist, "There's plenty of incentives to vote for your candidate. But the motivation to vote for a second choice isn't always there, especially on a sunny weekend in July." The strong showing by Day,

though, may mean that political issues will remain high. "Stodwell Day has successfully positioned himself as the man who opposes no changes," Ellis notes. "Many Reformers went along with the United Alternative because they thought it was the best way to change the leader. It also says the Alliance is much more ideologically conservative than I thought."

A potential wild card in the second ballot is how many Alliance members who were unable to vote the first time around do so on July 8—and how they cast their votes. During the course of the race, Alliance membership swelled from about 75,000 to just over 200,000; the Long camp alone claimed to have recruited over 50,000 new members. But the final days of the leadership race were overshadowed by controversy over a variety of voting irregularities. It began when

Long confirmed that his campaign had sold hundreds of bogus memberships in Quebec's Gaspé region. "I'm embarrassed and angry with the recruitment tactics used by my team in Gaspé," Long told reporters. "The last thing I wanted to do was anything that might harm the party."

Long's men culpa did not go far enough for at least one leadership hopeful. Martin initially urged that the June 24 vote be delayed for three weeks. Then, he said, would give



Long with daughter Hannah: a strong vote from Ontario

the party time to investigate the revelations of phony memberships and ensure that legitimate recruits were able to vote. In 140 federal ridings—those in remote areas or regions where the party had not traditionally organized—members could vote by phone rather than going into a central polling booth. By week's end, however, the party was scrambling to accommodate thousands of members who had not received in the mail the required validation numbers to phone in their votes.

Martin withdrew his demand after party officials insisted that the leadership vote, while not perfect, would reflect the will of the members. Still, charges of chicanery continued to mount. Among them: two Calgary Alliance MPs reported suspicious membership increases in their ridings—including cases where names were listed more than once or the alleged members did not live at the alleged addresses.

In the days leading up to the July 8 final ballot, Manning and Day can be expected to hammer home what they see as their respective strengths—and, more subtly perhaps, the other fellow's weaknesses. The battle lines were clearly drawn during the candidates' speeches to Alliance members on Friday night. Day portrayed himself as a fresh face on the federal scene who could take the party to "the next step"—a shot at governing. He went so far as to suggest that in a Day-led Alliance, Manning might serve as a "senior statesman." In a surprisingly emotional address, Manning countered that he was the only one who could appeal to both fiscal and social conservatives. "To get so government we need to win," he said, "and to win we need to be united."

While those may be worthy considerations, observers like the University of Calgary's Tarns wonder if a more fundamental question shouldn't be weighing on the minds of Alliance supporters. With either Day or Manning at the helm, says Tarns, "this is not a centrist party but one very much on the right wing. Can it reach out to moderate, downriver Canada?" On that, the party is still out. ☐



Martin questions about party memberships

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Johnson (left), Rivest: a past
out to discuss the accident

Above and Beyond

Canada honours those who risked their lives for others

The Canadian Honorary Awards Ceremony honours those who risked their lives for others. They come from all parts of Canada, from a variety of backgrounds, whether construction workers, police, firefighters or stay-at-home mothers. They do, however, have one thing in common—they all risked their lives to save others, sometimes losing their own. These who lived do not perceive themselves as heroes. They are a common refrain among those who spoke to Maclean's reporters and editors: they simply did what they felt they had to do. Some of their stories:

Marc Rivest and David Johnson have a profound connection. The longtime friends are next-door neighbours; they co-own a window retail outlet in Windsor, Ont.—and they saved a man's life.

The two were driving to work on Aug. 13, 1998, when they noticed a low-flying helicopter dropping. "The next thing I knew," recalls Rivest, 38, "the propeller went flying through the air, the helicopter crashed, and I was yelling to David, 'It's gone down, it's gone down.'" Johnson made a quick U-turn and headed towards the crash site. "The helicopter was on fire," says Johnson, 41, "and the pilot was screaming and falling in his harness trying to get out." They found Richard Robert and dragged him 15 m before the gas tank exploded. "Everything was a blur," Rivest says. "The only thing going through my mind was to take care of the pilot." After emergency crews arrived and took Robert to hospital, the two decided to pass on words. "We stopped off," says Johnson, "and a coffee and went home."

For weeks, the two made the local news, and were hailed as heroes. But both Johnson and Rivest say Robert is the real hero. The 37-year-old commercial pilot from the Chatham, Ont., area, damaged his spinal cord in the accident and is paralyzed from the waist down. "Richard is amazing," says Johnson. "He is doing so much with his life, and he is already learning to walk with braces." The three have formed a special bond and read a pact. "We decided we wouldn't discuss the accident and what we did to help him," explains Johnson. "We are friends, that's it."

The way **Danny Montague** remembers it, he acted without really thinking about what he was doing on July 13, 1997. One minute, the 31-year-old employee of the German Air Force in Fogo Valley-Goose Bay, Nfld., was being a badminton baffle around on a beach along the banks of the Churchill River. The next, he was flailing towards cries of help that grew louder with each step. One teenager had already gulped himself out of the powerful current that each year claims a number of swimmers, but no one was making a move to help another youth, just barely staying afloat in the middle of the river. "I don't think of myself as particularly brave," says Montague. "I was afraid to go in. I stood there waiting for someone else to go." But when no one else did, he stepped

into the cold water. It took just 20 seconds to reach the teenager nearly 15 m from shore. Montague grabbed his hand, and with steps to bend water, took two exhausting minutes to reach shore. But there was no time to rest. A third teen swimmer had also been trying to escape the river's current. Montague grabbed some help and headed for some shallow in the hope of finding him still alive. Sadly, the local ground search and rescue team recovered the body three hours later. He turned out to be the son of one of Montague's friends.

Montague feels good about having saved the one teen—but the one who died haunts him still. "Sometimes it crosses my mind that if I had got there earlier I could have helped the other fellow, too."

Subrina Variend less than a heavy sigh as she describes the horrifying events that she and her sister Nafisah awoke to on May 4, 1997, in their suburban Montreal apartment. "She told me, 'Sit, wake up, I smell smoke,'" recalls Subrina, a 22-year-old accounting assistant. The sisters rushed to the bedrooms where Nafisah's two toddlers, Shawn and Jonathan, slept. "When Nafisah then 23, opened the door, smoke poured out and she began choking. Subrina, seeing fire near the boys' beds, hurried inside and grabbed two-year-old Jonathan from his crib. She handed him to Nafisah, but when she returned for Shawn she could not find the three-year-old amid the thick smoke. Nafisah told her to leave with Jonathan and kept looking until she managed to find her son. Clutching him in her arms, Nafisah leapt from a window—a two-metre drop—to escape. Despite her efforts, both mother and son later died from their burns.

Jonathan now lives with his grandmother, Esther Desmarais, 67, in Montreal. "Who is saddened by the tragedy, she is proud of her daughters." "I don't know if I would have had the same courage if I were older," referring to Nafisah's perseverance in looking for Shawn. For Subrina, the gesture was typical of her sister's devotion to her sons. A former child with a passion for the military,



Subrina Variend: memories of a sister whose children "saved the world to her"

Nafisah stayed at home to look after her boys. "She was with the children day or night," says Subrina. "They meant the world to her."

Chris Boyce was starting his midnight shift on June 19, 1996, when he heard a call for assistance on the police scanner in the street-sweeper he was driving. The location of the caller, who said a woman was on the edge of a bridge ready to jump, was close by, so the 39-year-old equipment supervisor went to help. By the time he arrived, the

Thirty-eight with courage

This week, the Governor General presented 38 Decorations for Bravery. These included four Stars of Courage, awarded "for acts of conspicuous courage in circumstances of great peril," and 34 Medals of Bravery, awarded "for acts of bravery in hazardous circumstances." The recipients

Star of Courage

David Jensen, Belle River, Ont.
Gojko Milosavljevic, Hamilton
Marc Rivest, Belle River, Ont.
Nafisah Variend (posthumous), Grandfield Park, Que.

Medal of Bravery

Korlan James Adamson, Toronto
Norlan Eld (posthumous), Amnstrong, B.C.
Leslie Blanchette, Winnipeg
Ronald Birtz, Winnipeg
Chris Boyce, Langley, B.C.
Thomas Brack, South Slope, B.C.
Annelie Carriere, Garmouth, N.S.
Clinton Carter, Orillia, Ont.
Harry Craggy, Burlington, Ont.
Conor Chad Gilbert, Lindsay, Ont.
Ray Devaux, Sault Ste. Marie, Ont.
Conor Scott Duffy, Lindsay, Ont.
Jonathan Dupont, Saint-Leonard, Que.
Joey Fehr, Ajman, U.A.E.
John Fehr (posthumous), Sault Ste. Marie, Ont.
Marvin Hendon, Truro, N.S.
John Harris, Peterborough, Ont.
Gordon Holloway, Winnipeg
Harry Johnson, Hamilton, B.C.
Michael Luffin, Kingston, N.S.
Conor Patrick Lussan, Toronto
Ray Littlejohn, Orillia, Ont.
Scott Christopher Worline, St. Thomas, Ont.
Daniel Montague, Goose Bay, Labrador, Nfld.
Howard Norwood (posthumous), Garmouth, N.S.
Daniel Marry (posthumous), Sarnia, B.C.
Sgt. Paul Richards, Lindsay, Ont.
Nicholas Selzer (posthumous), Toronto
Conventional Officer Daniel Strickland, Peterborough, Ont.
Connel Mary Sutherland, Winnipeg
Daniel Thorne, Regina
Subrina Variend (posthumous), Grandfield Park, Que.
Rick Wesley, Hamilton, B.C.
Occil Wolfe, Orillia, Ont.

woman had indeed jumped off the No. 2 Road Bridge in Richmond, B.C., into the Fraser River. The paramedic who had called 911 pointed to where she had hit the dangerous water. "We could hear her screaming as she was carried by the current under

with a spotlight, which he shone on the pitch-black river. "I was really thankful for that light," says Boyce, who had jumped in so fast he had forgotten to take off his steel-toed work boots. Slipping the heavy footgear off as he vision, he reached the woman

where she was floating face down and started to pull her to shore. "I could hear the Coast Guard hovercraft coming and the ambulance seems, so I knew help was on its way." Once they were ashore, the paramedics took over. "It was a real team effort," says Boyce, who lives in the nearby town of Langley, B.C. "I did something, my friend brought the spotlight, those firefighters and paramedics were right there. We all helped her and, thank God, she lived." Asked why he would risk his life for a total stranger, Boyce just smiles and shrugs. "I never thought of her that way. To me, she was just a person who needed help."

Rick Wesley was in his Kijaro, B.C., home when he heard shouting that a house fire doors down was on fire. Checking it out for himself, Wesley, 41, who knows the family, soon discovered that that call Feb. 9, 1997, the parents were not home—but their three children were. "I saw two of the kids running around outside," he said. "I asked the oldest boy when Katrina, the four-year-old, was. He screamed that she was still inside. I knew then that I had to go into that house." Wesley had often visited her neighbours so he knew the layout, but the house was so smoke-filled he could see nothing. "I went in calling Katrina's name. I wanted to be loud, but not too loud because I didn't want to scare her. I thought she must be so scared already. Finally, she answered me, so I went towards her through the smoke." Wesley found the little girl huddled under a coffee table in the living room. He wrapped her inside his parka, and began to feel his way along the wall. Wesley somehow reached the doorway and ended up in a room with no exit. "I knew I was in big trouble then," he recalls. "I couldn't breathe anymore, so I went down on the floor. I could feel myself coming in and out of consciousness. But I could feel Katrina breathing and I knew I had to get out of that house for this little girl." Seeing a light shine in the front door, he shouted for attention. A neighbour kept yelling back and Wesley headed towards the sound. "All I can remember is saying, 'Take the girl, take the girl,'" says Wesley, who collapsed when he got outside. "I am just so thankful that we both got out of there safely."

Clark found guilty

Former B.C. premier Glen Clark was found guilty of libel and ordered to pay \$150,000 to marine engineer Bob Wood. Wood, who had criticized the B.C. NDP's fire farm project, claimed that his business suffered after Clark, in 1996, referred to him as "a disgruntled bidder." Clark said he hopes there are grounds for an appeal.

A public admission

David Nix, the new chief of the laws of Davis later in Labrador, publicly acknowledged that he has a drinking problem and gave out five liquor in order to buy votes. Davis later, when social problems are rampant, became notorious in 1995 after rape children were videotaped screaming that they wanted to see after selling solvent. Nix's admission came a few weeks after Newfoundland Premier Brian Tolan declared that some aboriginal leaders could not confront the problem of native substance abuse because they themselves abused alcohol.

Changes against a diplomat

The RCMP charged former Canadian diplomat Douglas Wondle with smuggling more than \$1 million worth of cocaine into Israel while travelling with a diplomatic passport. Wondle, who served as a foreign affairs official for more than 20 years, is scheduled to appear in court in Quebec to enter a plea.

Fallout from a tragedy

Questions continued to swirl around the June 16 sinking of the tour boat *True North* off Ontario's Bruce Peninsula. Family and friends gathered to commemorate the tragically short lives of the two young victims of the disaster. In separate ceremonies, Hestice Forrester, 12, and Wade Simmons, also 12, were laid to rest. They had been on a trip with their Grade 7 class from Bruce Township Central School when the tour boat went down in the rough waters of Georgian Bay. Eighteen people survived by swimming to Flowerpot Island, a popular local attraction. Federal transport officials are currently investigating the tragedy; the provincial coroner, meanwhile, is deciding whether to order an inquest.

A spouse's deadly anger

The note that Ralph Hadley left behind, police spokesman said, was full of sadness and remorse. But there was also anger at his estranged wife, Gillian—which manifested itself in a brutal manner on June 20, when he went to her home in Pickering, Ont., just east of Toronto, and shot her to death before turning his gun on himself. Area residents first knew something was wrong when Gillian Hadley ran naked from the house, screaming and clutching the couple's 11-month-old son, when she managed to give it a neighbour before Ralph Hadley dragged her back in. Shortly after, two gunshots sounded from inside the house. In his suicide note, Hadley said he did not want his estranged wife raising their son. "A man is more than the worst thing he has ever done," he said.

The incident renewed the debate over how to protect women from abusive former spouses. Ralph Hadley had previously assaulted his wife, and



Mothers Gillian Hadley (left) and son



was under a restraining order prohibiting him from having contact with her. In spite of that, acquaintances and his wife, he had continued to harass her. It was the second time in seven days in which a woman had been killed in the Toronto area by a partner under a restraining order. On June 13 in Mississauga, Blair Singh killed his former fiancée, Huzna Singh. Their bodies were discovered in a burnt-out van.

Scandal-plagued job fund shut down

Human Resources Minister Jane Stewart announced the troubled Canada Jobs Fund was being phased out—due instead to a vast federal policy rethink rather than trying to stop allegations of corruption. The money was given to businesses to create jobs but was labelled a sham fund by the opposition. The remainder of the fund will now be labelled by other ministers. Prime Minister Jean Chrétien said it had helped with high unemployment, but "the situation has improved and now the money will be used no more as grants but as loans."

E. coli troubles

Lakeside, in Alberta near pocket, recalled more than 77,000 kg of ground beef after the same deadly strain of *E. coli* that killed a man in 18 people in Walkerton, Ont. was discovered in a batch of meat. The recall involved every province except Newfoundland and Prince Edward Island. Meanwhile, the Ontario ministry of environment said it will not release key

documents detailing the government's role in the Walkerton tragedy because the Ontario Provincial Police has requested that the documents be sealed from public scrutiny. The OPP are conducting a criminal investigation into seven deaths known to be linked to drinking *E. coli*-contaminated tap water. The records include a 1998 inspection report that found *E. coli* had been detected in the town's water in the previous four years.

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Since 1971, Médecins sans frontières has been confronting atrocity

Since a group of French doctors and journalists formed *Médécins sans frontières* in 1971, the organization has established a reputation for activism as well as humanitarianism. MSF has provided medical assistance to more than 80 countries and served in some of the world's flash points of the globe: Afghanistan, Congo, Somalia, Rwanda and Sierra Leone. For a decade, there has been a healthy Canadian MSF contingent. One of its leaders is Dr. James Orbell, 35, of Montreal, a founding member of the Canadian action. Currently president of the international council, Orbell accepted the Nobel Peace Prize of 1998 on behalf of MSF.

"We are not sure that words can always save lives, but we know that silence certainly can kill." Orbelski said in his Nobel lecture in Oslo, Norway, on Dec. 10, 1998.

In recent weeks, Toronto physician Dr. James Pangat has done extensive interviews with Orbelski and several of his Canadian MSF colleagues, including Pangat's own daughter, Mollie. He also talked to Toronto Dr. Paul Spangol, 34, who joined MSF in 1991 and whose observations about war and mortality in Kosovo appear in the current issue of the British medical journal, *The Lancet*. Before Pangat presents the conclusion of his discussions with MSF physicians

MSF has become the exemplar of humanitarian aid because of the strength of its advocacy for victims who are unable to speak out against crushing bureaucracy and political systems that rule by terror and fear. The nurses and doctors share a noble vision. Leanne Olson, a 36-year-old nurse from Winnipeg, said of her MSF commitment: "We chose the greatest adventure we could because we wanted to make the greatest

difference we could," Olsen knows whatof the spoils. She joined MSF and went to Liberia in 1993, treating children suffering from the ravages of famine. Later, she served in Biafra, Benin, Zaire (now the Republic of the Congo) and Angola. She is now on a new mission in Congo. Like many MSF workers, she has pondered what causes men to commit atrocities. "I still don't know," she says. "In many situations

*Orlando as a success
to Miranda in 1598;
'we know that silver
eventually can fail'*

those who are poor, ignorant, powerless, and are afraid of it. The only source of information comes from those in power. While I was in Bosnia, a slaughter took place in a village 25 km away from where I was. Most of the people hadn't heard of it, and those that did didn't believe it. This is how rigidly information is controlled. Politicians intuitively know how to control information and distort the truth."

In 1992, Pat Spiegel, then 26, was on the Kenyan border with Sudan. He was the only doctor there when Sudanese death squads drove more than 25,000 refugees into Kenya. Half of the refugees were children without parents. The survivors began to make their food sources for Coca-Cola, cigarettes and sweets. "Neither I, nor anyone else around me realized the consequences," Spiegel says. "Some months later, some unaccompanied minors came into the hospital looking ill and complaining of joint pain. Some had loud heart murmurs; their lungs were full of fluid. I diagnosed scurvy and beriberi—two diseases I never thought I would ever see in my life—and treated them with a cocktail of vitamins C and B. They improved almost instantly. I took my medicine to prevent from that first refugee experience, and I don't think I will ever be the same. But perhaps that's not so bad."

This period led Spiegel to specialize in the medical ethics category. He acquired a master's degree in public health from Johns Hopkins University in Baltimore, where he was one of a small number of students who were given a special award for research. He is now one of the world's experts on displaced persons and refugee camps, in the last two years Spiegel and his colleagues have worked in and studied more than 50 refugee camps. As an epidemiologist, Spiegel also works in the International Emergency and Refugee Health Branch of the Centers for Disease Control and Prevention in Atlanta. An epidemiologist is concerned with the incidence and distribution of disease and other factors relating to health. In fact, Spiegel is more than that—he has acted as one of God's spies, responsible for proving true many among the ultimate forms of human cruelty—"ethnic cleansing." In current usage, the *Le Monde* Spiegel wrote that "the targeting of civilians in modern warfare has become an objective of war. The pattern of human rights abuses termed 'ethnic cleansing' may include individual and mass killings, genocide and systematic rape, the destruction of civilian villages and institutions, and often the obliteration of medical resources."

Dr. Juan Carlos Ochoa, president of MSF's international council, was in Rwanda in 1994, when members of the majority Hutus were conducting their campaign of violence against the minority Tutsis. "We were in an area divided into opposing war zones," he says, "and learned that there were Tutsi children in an orphanage and they were about to be slaughtered. I wanted to bring these children to our hospital. I asked the commander of the killing squad if he had children. He said that he had four but he had moved them out of the country." As for these in the orphanage? Ochoa remembers the commander saying, "These are not children. They are prisoners of war. They are insects and we will crush them." The

"This is how people commit atrocities," Orbán says. "The first step is to dehumanise the victim. Our imperative is to create a strong humanitarian space that acknowledges the humanity of the other." One of our liabilities is that the humanitarian movement may for a time provide an alibi for political inaction. Doctors can't stop genocide."

Spiegel claims that 90 per cent of casualties of the war in Kosovo were civilians, and that older men were more than three times as likely to die of war-related trauma as men of fighting age. "My driver in Kosovo was a reserved and taciturn Albanian Kosovar physician," he says. "Two months



An AIDS hospital in Africa: freedom from political influence

and he had been identified his uncle as a missing war veteran, he had been wrong. His bones were broken, he had cut all over his body and he just had been cut off." In these *Lessons*, Spiegel and his CDC colleague, Dr. Peter Salovey, a 30-year-old Australian, write "Serbian teens may have to organize elderly men, who are traditionally the heads of households, in order to rebuild the social and cultural identity of the Kosovo Albanian society, to encourage solidarity by the family, of their kind, or to decrease the likelihood of violence occurring from neighboring countries to care for them when the conflict ended. The organizing of elderly men represents a new focus of 'ethnic cleansing' that is not knowledge, but not been

Why do we consider artists special? Music is supposed to be special. Only he works towards the future. His talent is derived both from the mystery of his origin, and an intellectual curiosity to avoid that it impairs his ability to regard himself as a separate entity in relation to the world. This observation is what

given man his apparent vulnerability and his ability to conquer. He has always been stimulated to gain information from his environment. His composite face, which is both poetic and compelling, leads him to his destiny. It's an exquisite irony that this destiny for some means cruelty, brutality and assault. In 1999, when the World Health Organization ranked which conditions contributed the most to the global burden of disease, war was 16th by 2000, with the frequency of civil conflicts increasing. The WHO says war will be in eighth place. Spiegel reported that the proportion of all civilian war casualties has increased from approximately 14 per cent in the First World War to 67 per cent in the Second World War, and to 90 per cent in the 1990s.

Miller Piquot, 38, my daughter and a fellow in psychiatry at Duke University in North Carolina, was with MSF in Liberia during 1992. She has vivid

images, sometimes approaching flashbacks, of her experience. "We were in a bush hospital," she recalls. "The area was surrounded by rebels. In order to take the critically ill to the larger centre of Monrovia, we had to pass through checkpoints controlled by these rebels. We were often fired at, detained for money or food. What still bothers me is that mothers of newborn infants would rub mud on the stump where the umbilical cord had been cut. They did this to make the stump dry up, but the mud often contained tetanus and these babies died in convulsive agony. One haunting memory was that often children would die with their faces disfigured by a gun or better injury [known clinically as *raw socket* and]. I don't think that when we returned to Amsterdam there was one person who did not experience post-traumatic stress."



Miller Piquot, 38

political players less interest in the developing countries. "We want them back in the game," Schull says. "That's our thrust and one of the ways of doing it is to play upon the conscience of the pharmaceutical industry." One major concern held by MSF is the way global pharmaceutical firms have stopped making medications needed in the Third World. There is a need, says Orban, to "use 'Big Pharma' from the path of commercialization to what its responsibilities should ethically be. Lifesaving drugs for developing countries are not part of their corporate marketing plan.

The very marrow of MSF is its autonomy, its advocacy and its freedom from political influence. This was certainly on display during Orban's Nobel lecture. When he spoke of how "the dignity of the excluded is assaulted daily," the message reverberated throughout the world. "Humanitarian action," Orban said, "is more than simple generosity, simple charity. It aims to build spaces of normalcy in the midst of what is profoundly abnormal." Excellence by its very nature should allow a human being to be a free agent responsible for his or her own development by acts of will. That is what MSF is trying to restore, a system of international ethics, and that is heroic.

Dr. James Piquot is a Toronto general practitioner and is a freelance writer. E-mail: jpiquot@toronto.net

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Milosevic under fire

Calls Del Ponte, the chief prosecutor of the International War Crimes Tribunal for Yugoslavia, rejected suggestions that Slobodan Milosevic might be granted sanctuary in Russia. Instead, Del Ponte said the tribunal, which indicted the Yugoslav president in May 1999, on charges of genocide in Kosovo, might bring new charges against Milosevic over his role in the Balkan war in the early 1990s.

Christian scoundrels

Prime Minister Jean Chrétien scooped Jacques Chirac by saying the French president would seek re-election—something Chirac was keeping secret. Then Chrétien broke protocol by telling a private function first about the planned transfer of his nephew Raymond Chénier, from Washington to France as Canada's ambassador.

Nazi remark triggers outrage

Jewish groups in Germany were outraged over Helmut Kohl's suggestion that critics are treating him the same way the Nazis treated Jewish businessmen in the 1930s. The former chancellor, disgraced because of a financing scandal during his time as leader, was reacting to a real politician's demand that Germans boycott companies contributing to a fund-raising drive organized by him.

A vote too close to call

Monaco's Institutional Revolutionary party, which has ruled the country for 71 years, is meeting neck and neck with the centre-right National Action party in the presidential elections set for July 2. Both sides have been accused of voter manipulation.

Unprincely behaviour

Prince Ernst August of Hannover, the German prince married to Monaco's Princess Caroline, denied arriving at the Turkish pavilion at Expo 2000 in Hannover. In response, the tabloid *Bild*, which first ran the story, learned from-page pictures of Ernst from behind, which purport to show him relieving himself. The Turkish government has demanded an apology.

World Notes

Capital punishment on trial in Texas



Klansmen cheer the execution of Goshorn (left); deaths



As hundreds of demonstrators—both far and against the death penalty—gathered outside a Huntsville, Tex., prison, Gary Graham, 36, was executed by lethal injection. Graham was sentenced to a term for the 1981 murder of 55-year-old Bobby Lambert during a holdup outside a Houston supermarket. (At the time of Lambert's death, Graham had been on a 10-day crime spree.) Graham spent 19 years on death row and had his execution postponed eight times as his case attracted international attention from critics who say the evidence connecting him was based on little more than a single eyewitness account.

But successive courts upheld his conviction and sentence. Graham was the 135th person put to death in Texas since George W. Bush, the Republican presidential candidate, became state governor in 1994. Bush has been dogged along the presidential campaign trail by anti-death-penalty protests. And the issue will likely continue to haunt Bush, whose portrait of himself as a compassionate conservative is undercut by his hard-line stance on capital punishment.

A clandestine journey ends in death

The grisly discovery of 58 illegal migrants from China who had suffocated in a container truck trying to cross Britain from Belgium raised a buzz across Europe. Police in Britain and Holland made several arrests in connection with the deaths (the victims were all believed to be in their 20s). Britain was also critical of Belgian authorities, who two months ago arrested many of the same people found dead in the truck. But the Belgians released them, allowing the migrants to continue their journey. European leaders announced they would speed up legislation to increase the penalty for people caught trafficking in humans. Struggles charge as much as \$50,000 a head to smuggle people to the West.

Evidence of water found on Mars

Using images taken by the Mars Global Surveyor space probe, NASA has found evidence that water may have flowed on or near the surface of Mars only a few hundred or thousand years ago—a billion years later than

scientists previously estimated. The images show grooves in the planet's surface that are believed to have been carved out by flowing water, which experts believe may now be trapped beneath the surface of Mars. The findings are expected to spur efforts to determine if the planet, which is now dry and desolate, once supported living organisms.



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The Fear of Losing Control

A 'moderate economic nationalism' rises in, of all places, the business community

By Mary Jaraque

Is Canada for sale? If it is, is that good or bad? What should Ottawa's Donald Macdonald should know the answer. It all seemed so easy in 1973 when, as a Liberal cabinet minister, he supported the creation of the Foreign Investment Review Agency to screen acquisitions. But five years later, packing law in Toronto, Macdonald noticed that FIRA was inadvertently allowing a handful of large Canadian purchasers to snap up companies—and concentrate their power. So when the Conservatives abolished FIRA in 1985, Macdonald was silent. "I would have raised hell except I knew there were dissonances," he says. "Foreign investment remains a concern, the number of Canadian-headed exceptions is diminishing. I am worried. But I don't know what to do."

Across the nation, as foreign investment edges rapidly upward, members of the business community are rising on a new alarm. Steady increases in foreign ownership has a worldwide phenomenon as firms and their investors spill across borders, bringing capital that can stimulate growth. But there is an uncomfortable sense that foreign firms are gobbling up too many pivotal Canadian operations because the low value of the Canadian dollar gives them bargain basement prices. As a consequence, head of firms—with all of their crucial personnel—are moving elsewhere. And key industrial decisions are being made without



John Bell
Northern's chief still pines his jet in Canada, but for how long?

Edgar Bronfman Jr.
His sale of Seagram spells the end of another Canadian icon

Donald Macdonald
The ex-minister finds no easy answer to foreign encroachment

consideration for the national interest. "We need a moderate economic nationalism of the centre-right," concludes corporate director William Derrin, who has watched one of his two daughters move to New York City for career reasons while the other considers U.S. offers. "People have to let a step into their consciousness," this minister.

Last week's sale of Seagram Co. Ltd. was emblematic of the situation—Even though Seagram officially left years ago, its

Montreal headquarters only counts about 60 people, while its real operations are run from New York. Now, the company itself has been sold to French firm Vivendi SA—and any semblance of Canadian control has gone with it (page 64). Other Canadian icons have similarly disappeared. Last year, Weyerhaeuser Co. of Federal Way, Wash., completed its takeover of B.C. forestry giant MacMillan Bloedel Ltd. When Enron's deal, its key properties were snipped up by U.S.-controlled Sears Canada Inc. Increasingly, too, many companies are at best casual in operations as they are in ownership. John Rath, CEO of Brampton, Ont.-based Noral Networks Corp., receives 92 per cent of his revenues from abroad and keeps his accounts in U.S. dollars; analysts have speculated that the company may eventually move south.

There is little agreement in official circles on how to respond—not least because foreign investment is usually a good thing: it expands enterprises, creates jobs, stimulates innovation. Few want to return to the days when FIRA could barely disallow any foreign investments—especially since Canada's annual foreign investment abroad exceeds foreigners' investments at home. Such measures would also violate Canada's obligations under the North American Free Trade Agreement to treat foreign and domestic investors in the same way.

But many argue that Canada has become the hapless rice guy in a tough-guy world. To protect its national interest, the United States has effectively stalled the merger of Canadian National Railway Co. with Burlington Northern Santa Fe Corp., while it examines the public interest implications of the deal. High Segal, president of the Montreal-based Institute for Research on Public Policy and a former Conservative leadership candidate, says Canada did not give up its right to screen takeovers for their competitive implications when it signed NAFTA. "Nobody assumed that governments would roll over and let to defend the legitimate Canadian interest—but they have," he says. "And that kind of passivity is really more problematic than who may or may not own 51 per cent of a company that is regulated by Canadians, based on resources in Canada and largely sold to Canadian multipeaker retailers."

The issue abounds with history. Four decades ago, as foreign investment poured into Canada, left-wing nationalists led the popular protest against Canadian income. More members of the business community remained aloof—or were opposed to



THEM AND US

1999 (in billions)

	Foreign direct investment in Canada	Canadian direct investment abroad
TOTAL	\$238.0	\$257.4
United States	172.3	134.3
Europe	14.2	22.0
Other European Union	38.9	26
Japan	6.4	4.2
Other OECD nations	7.0	11.5
All other	7.3	58.5

Source: Statistics Canada

shifting elsewhere. Last fall, Canadian-owned Nova Chemicals Corp., which can trace its history in Alberta back to the mid-1950s, snatched its most senior executive team to Pittsburgh—although the head office officially remained in Calgary. Former Alberta premier Peter Lougheed says his province should have done everything in its power to prevent the management shift. "I would have been very strong in asserting such a move," he told Macdonald. "It was disastrous because the investor they use belongs to the people of Alberta."

The outflow of highly skilled workers is deeply worrisome. In a recent study for the C. D. Howe Institute, Daniel Schwartz compared the U.S. share of non-production jobs in high-tech manufacturing with the Canadian share. To his distress, he discovered that firms are importing their operators vertically across the border: highly skilled, typically high-paying jobs such as research and management are gravitating south—while Canadians are being relegated to the production work. "Cross-border investment is booming," says Schwartz, now senior economist at Segal's IRPQ. "But the real story is how firms locate different activities in different countries."

The only certainty is that the relative size of foreign direct investments—that is, investment that secures a significant voice in the management of the enterprise—is once more increasing after decades of decline. In the early 1960s, as economic nationalism flourished, such investment hit a whopping 34.9 per cent of the size of the entire Canadian economy. That figure has not been equaled. It bottomed out at 18.6 per cent in 1985—the year FIRA was dissolved into Investment Canada, an agency largely designed to attract and expedite foreign investment. Such investment has been steadily increasing since then, especially after the

government intervention. Today, to their discomfort, it is members of the business community that are leading the debate about the encroachment of foreign firms.

The very scope of the debate has also changed. Then, the controversy centred on the presence of huge multinational corporations, usually U.S.-based. Today, in their drag, Canadian business executives know that they have become an integral part of the problem: key operations of many domestic firms are moving into larger markets, especially in the United States. Technically, the head office often remains in Canada, as with Seagram. But the pivotal decisions and the plans jobs are increasingly

'People have to let it seep into their consciousness: this matters'

signing of NAFTA with the United States and Mexico in 1995.

Last year, foreign direct investment was 25.1 percent of the size of Canada's gross domestic product—a startling 9.5-percentage-point increase from the previous year. The U.S. share of that total was 72 per cent—up from 64 per cent in 1993. The influence of foreign-owned firms within Canada is also growing. Last month, Statistics Canada reported that, between 1988 and 1997, foreign-owned firms increased their share of corporate assets and revenues in most major industries. The agency attributed part of that growth to the fact that foreign-controlled firms are larger and more likely to export.

The situation distresses Bob Blair, who ran Nova Corp. of Alberta CEO from 1970 to 1991. "In the early 1990s, to a very considerable extent, we had a spirit of foreign branch offices," he says. "I saw how weakening that is to a society. We began to build a strong Canadian presence—and now I see the whole thing coming apart."

But the flow of investment funds across borders does go in two directions. Canada's direct investment abroad is also expanding—although at a slower pace. In 1999, it increased by 4.5 per cent to 36.9 per cent of income of the economy. Canadians are setting up subsidiaries, associates and branches on other people's turf. By the end of last year, slightly more than half of that investment was in the United States.

The pull seems irresistible. Six years ago, Manulife Financial established a national office in Boston to run up thriving U.S. insurance operations. Now, there are 600 people in that office—including 30 Canadians in key posts—and other executives keep clamoring for transfers from the Toronto-based headquarters. "There is an incredible momentum building up among people wanting to work in the United States," says CEO Domenico D'Allesandro. "The reason is largely because there is a huge gap between what people earn on an after-tax basis."

A self-described "soft nationalist," D'Allesandro is alarmed at the exodus. This spring, he started his annual meeting with an unannounced warning about the pace of foreign takeovers. Manulife now receives about 70 per cent of its revenues from abroad, including 50 per cent from the United States. But D'Allesandro wants to keep the head office in Toronto. "I don't see borders as an irrelevancy," he says. "But governments must recognize that companies do have options these days."

There are issues that Ottawa can address. The loss of Canadian ownership and head offices may be exacerbated by everything from higher taxes to obstructed opportunities for growth. Canadian pension funds, for instance, can put only 25 per cent of their assets into foreign firms. As a result, to get higher returns from ailing firms, they just pressure on Canadian managers to sell out to the highest bidder—often foreign. The growth of Canadian investment abroad may be slowing because the low dollar is han-



Saguenay's Montreal head office, emblematic of the recent rush

during Canadian firms in their quest for U.S. acquisitions.

So what is the prescription? Royal Bank of Canada chief economist John McCallum has concluded that fully one-third of the dollar's decline against the U.S. currency is due to high levels of public debt, financial markets frozen on the fact that Canada is diverting enormous resources from productive investments like health care into current payments. On the other hand, the 150-member Business Council on National Issues argues that Ottawa must concentrate on providing a supportive tax environment. "We are not going to be able to stop the exodus of head offices," says president Thomas d'Aquino, "unless we bring rates down more quickly."

Others are calling for a more active federal role. Toronto economics professor Mel Welles, whose research helped to spark the creation of FIRA, argues that Ottawa should differentiate between companies that have head offices in Canada, and companies that do not, when it delivers industrial assistance. "If that gets us in trouble with our free-trade agreements, let's be tough," he says. "Our problem is we use those agreements to prevent ourselves from doing things."

As the business community grapples with the problem, it must confront a final irony: more Canadians now expect benefits from globalization. In a survey of 1,600 respondents conducted last February, pollster Pollara Inc. asked how globalization had affected them. 52 per cent saw no effect, 29 per cent said that it had helped—and only 15 per cent said that it had hurt. Pollara then asked how globalization would affect the next generation: a whopping 58 per cent said it would help and only 22 per cent said it would hurt. "Right now, Canadians see foreign ownership as good business," says Pollara chairman Michael Munro. In effect, even as hesitantly, the corporate community is becoming the force convert to the nationalistic cause. ■

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Edgar's New Page

No longer a booze baron, Bronfman pours Seagram into a global Internet venture

By Barry Cunniff in Paris

As a birthday gift, it works in a league all its own. Few others, in fact, would dare attach such a label to the bootlegging \$50-billion merger announced last week between Seagram Co. Ltd. of Canada and France's Vivendi SA. But that is exactly how Edgar Bronfman Jr., Seagram's chief executive, chose to characterize what amounts to an audacious foray into corporate empire building, designed to fashion a transatlantic media behemoth to rival such global giants as AOL Time Warner. "Today is my father's birthday," declared Bronfman last Tuesday, perched amiably on a stool in Vivendi's Paris headquarters, just around the corner from the city's celebrated *Arc de Triomphe*. "And I can think of no better present to give to my father, his children, his grandchildren and his great grandchildren than this world-beating company that we are creating today."

If there was a definitive edge to Bronfman's remarks, it was not misplaced. For he is the third generation to run the family business, a sprawling empire that rose from a humble base of bootlegging booze and Canadian Prairie bootlecks to become a major player in the international distillery, media and entertainment business. Under the canny guidance of Bronfman's colorful grandfather Sam, his father, Edgar Sr., and himself, Seagram has grown into a powerful conglomerate, the corporate parent of Hollywood's third-largest movie studio, the world's third-largest liquor manufacturing and distributing business, and the largest music company on the planet. But the curtain is now about to fall on the Bronfman era. Control of the company that Sam built will soon pass out of the family's hands. And Sam's grandson is responsible. "Regrets?"



Edgar Jr. (left) with Maurice Lévy in Paris at a press conference

asked Edgar Jr. last week in Paris, bristling a little at the question. "None at all. I'm proud of what we've accomplished here today. It completes Seagram's transformation from a traditional company into a leading force in the global media and entertainment industry."

That much is certainly true, on paper at least. When Vivendi Universal, the new entity has been christened, finally cleans all of the complex management and regulatory hurdles it will face, it will be outclassed as a global media company only by AOL Time Warner. What it does, in essence, is marry the crown of Seagram's Universal film and television studios, music group and theme parks to Vivendi's extensive distribution systems, a network that includes France's Canal Plus pay-television service (which Vivendi will spend another \$1.8 billion to acquire in full), as well as the fledgling Internet portal Vooze, a gateway for a potential 80 million European subscribers seeking access via cable television, personal computers and wireless telephones. Revenues of the combined companies, which also include Vivendi's water-utilities business from earlier times, are expected to reach \$80 billion annually. "We are going to make the Internet swing," vowed Jean-Marie Messier, the drollish former

The Seagram saga

1889 Sam Bronfman is born in Sokol, Bessarabia, the third child of Russian immigrants on route to Montreal. He shows an early entrepreneurial flair, and by 1916 has bought a liquor store in Montreal. After U.S. Prohibition begins in 1920, he builds a thriving business supplying American stragglers.

1928 Sam buys Joseph E. Seagram and Sons, a Canadian whisky firm. The end of Prohibition in 1933 leads Seagram to expand aggressively in the United States. Sam adds many more products, such as Crown Royal and Martell's cognac. In 1957, son Edgar becomes U.S. chief at 28, but Sam is still in charge.

1971 Sam dies. In accordance with his will that only one child shall control the company, Edgar takes over and buys into *Disco Pont* cheerleaders and, briefly, MGM studios. His brother Charles helps at Seagram and initiates ventures of his own, becoming, in 1969, the founding owner of the Montreal Expos.



1989 Edgar Jr. becomes president and chief operating officer and begins making changes, such as focusing on premium liquor brands.

1994 Edgar Jr. succeeds his father as CEO. He promptly sells traditional assets, such as the 24-percent share of *Disco Pont*, and plunges into the entertainment business, picking up TV and movie company MCA Inc. in 1995 and rebranding company PolyGram NV in 1998.

2000 After months of talks with potential partners, Edgar Jr. announces Seagram's sale to French conglomerate Vivendi SA and says the liquor business will be sold.



Edgar Sr. (left), Sam and Charles, about 60 years ago, from a photo in a suit

French civil servant who is Vivendi's chief executive and who will serve in the same capacity at Vivendi Universal. Bronfman, who will be vice-chairman in charge of music and Internet operations at the new company, claimed it was Vivendi's expertise in both wireless telephones and the Internet that initially prompted him to seek a merger. "The opportunities for growth in these areas are truly extraordinary," he remarked, pointing especially to the emerging new market for downloading music onto wireless telephones and other media. Seagram's Universal Music Group, as PolyGram NV was renamed when the Canadian company bought the business in 1998, is already a world leader in the industry with operations in 59 countries and a roster of talent that includes Shania Twain, Dr. Dre, Sheryl Crow, Sting and U2. According to Bronfman, the global music business is likely to grow from \$60 billion to \$150 billion as digital delivery fuels an online boom. "At the moment, you have 50,000 to 65,000 music retail outlets around the world," he said. "More people than that join Yahoo! every day."

Vivendi is well placed to exploit the phenomenon. Canal Plus has more than 14 million subscribers in 11 countries. Vivendi owns 25 per cent of Belgam—Super Music's European satellite television operation, Vivendi, the new Internet portal, is a joint venture with British-based Vodafone Air-Teach, the world's largest operator of mobile telephones. "We have the capability," said Messier, "of making the Internet of tomorrow not only something faster and more beautiful, but also a vehicle with more practical services, information and entertainment."

Despite the promise, not everyone is yet convinced of the long-term merits of Vivendi Universal. The market, in both Europe and North America, remained skeptical. By week's end, Vivendi shares had fallen 19 per cent (while Seagram rose 17 per cent) since news of the merger talks surfaced two weeks earlier. "Mergers are extremely difficult in the best of times," commented Montreal investment counselor Stephen Jankowsky. "There must be a big cultural difference between the two companies. To the extent that I hold Seagram's shares, I don't know whether I really want to own Vivendi shares. And I think that's what the stock market has been saying."

Part of the problem is the deal itself. It is a complex affair—structured to take account of any movements in Vivendi share prices. No cash is involved. Rather is a straight stock swap, which values Seagram shares at \$77.35 (U.S.), a figure that amounted to a 33-per-cent premium over the market price before the deal announced began swirling. The Bronfman family, which owns 24.6 per cent of Seagram, will acquire roughly eight per cent of the new company and five Seagram seats on the 18-member board of directors.

In yet another sign of the changes being wrought by Edgar Jr., Seagram will shed its long association with the liquor business. "Our

Photo: David J. Phillip/Photo.com
Photo: David J. Phillip/Photo.com
Photo: David J. Phillip/Photo.com



wines and spirits division," Brodeur said, "will be finding a new home." The most likely candidate is the British-based drinks and food group Allied Domecq, which was separately preparing an \$1.1-billion bid to acquire virtually all of the brands that have helped make Seagram famous—Chateau Regal and Glenlivet Scotch whiskeys, Crown Royal and VO, Canadian whiskeys, Captain Morgan's rum, Martell cognac and Absolut vodka.

For some industry observers, the move is one more example of Brodeur's poor handling of the estate he inherited from his father and grandfather. "I never thought Edgar Brodeur Jr. made a great international executive," said Montreal-based Jurislaw, a close friend of Charles Brodeur, Edgar Jr.'s



Brodeurs: Charles (left), Stephen, Edward M., Edgar Jr., Edgar Sr. best left alone

uncle. "I thought that ever since they got out of their share of the da Paris company [sold by Edgar Jr. in 1995] and bought the movie company and then the second company that it was the wrong direction to move."

While that view is widespread, it is not shared by everybody. "I think he has had a bit of a rough ride from the financial community," observed Toronto analyst Jeremy Burge, a managing director of TD Securities Inc. "The share price now is a lot better than where it was. He has a good management team around him. I just think he's an easy target, the third-generation rich guy."

The final, and most crucial, vendor on Brodeur's performance rests with his relatives—his father, his uncle and all of the cousins in the maddeningly Canadian clan. None offered an opinion in public last week on the latest stunning development in the family's fortunes. In Paris, the heir to the Seagram throne claimed the family was solidly behind the deal with Vivendi. At the same time, he pointed out that any of the Brodeurs had the right to sell their shares in the new company 90 days after the deal's completion late this year or early next. In the meantime, family members can enjoy the luxury of contemplating Edgar Jr.'s billion-dollar birthday present.

With Brenda Branzwell in Montreal and Patricia Chisholm in Toronto

People still refer to the elegant grey-stone building with its domed towers as "the castle." Built in 1938, Seagram's Montreal headquarters is now mostly a nominal head office with about 60 employees. But the building is steeped in history. The metropolitan-level executive offices, once the haunt of patriarch Samuel Brodeur, remain largely intact. And so does the Brodeur family's impact on Canada, even though Seagram long ago moved its operations to New York City. "Mr. Sam" built up the company with his younger brother Alan, then froze out his sibling's sons from the business to pave the way for his own sons Edgar and Charles, currently co-chairmen. Yet even Allan's sons Edward, 72, and Peter, who died in 1996, built up their own multimillion-dollar empires: the Toronto-based Edgar Group, now known as Brascan. To call the main Brodeur family fortune considerable is almost a ludicrous understatement. Given the merger price announced last week of \$77.35 (U.S.) per Seagram share, the family's 106.5-million shares—held mostly in trusts named for Edgar and Charles—are worth about \$12.4 billion (Can.). Family members also possess a vast array of private holdings.

The legacy of the philanthropic Brodeurs is palpable in Montreal: from the Samuel Brodeur Building at McGill University to the theatre named after his wife, Sudge. Of their surviving three children, only Phyllis Lambert, 75, the founder and chairwoman of the Canadian Centre for Architecture, still lives in the city. Edgar became an American citizen in 1959, while his brother Charles, 60, the founding owner of the Montreal Expos, now divides his time between the United States, Israel and Montreal. Although he has remained active in Seagram's, he also holds a controlling interest in Claxide Inc., a privately owned Montreal-based investment company, and set up the CRB Foundation, the charitable organization behind TV's Heritage Minutes, which account key moments of Canadian history.

In Montreal, the spotlight has recently shone on Charles son Stephen, 35, who inherited the beleaguered Expos baseball club in December. With the team's future in Montreal uncertain, speculation has been rife that the team's minority owners asked Brodeur to buy out new managing partner Jeffrey Loria. "I think as a person he would do it in two seconds," says friend Andy Nelman. "As a businessman he has to be a little more reserved." (Friday's *La Presse* newspaper, however, reported that the Canadian owners plan to sell their shares to Loria, increasing fears that the team may leave the city.) A billionaire thinks so: his Seagram shares, Stephen divests most of his time to his private investment company, Claxide SSB Investments Inc. "His business interests lie in making deals where he's going to have fun," says Nelman. "It's that simple." Or as simple as life gets for a Brodeur.

Brenda Branzwell in Montreal

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The trouble with BCE

For Bill Anderson, it was a rotten way to spend his birthday. Still, the chief financial officer of BCE Inc. had agreed to be the luncheon speaker on June 15 for TD Securities' annual telecommunications conference, which is attended by the most influential institutional investors on Bay Street. And even though the latest news about his company had enraged them, Anderson made a valiant effort to explain why the telecom giant, with no prior warning, was now rethinking the value of its controversial \$6.8-billion deal to buy global voice and data carrier Telcelglobe Inc. of Montreal, and at the same time, providing it with a \$150-million emergency cash injection.

Over the drink of desert spoon and the rattle of coffee cups, Anderson fielded the pointed but generally polite questions from the assembled group. But it was after lunch, in a series of pre-arranged, one-on-one meetings with top mutual fund managers, that the gloves came off. Anderson was left alone to bear the brunt of a growing sense of investor frustration with BCE and the business strategy forged by his boss, CEO John Monty.

In fact, Monty was personally responsible for the corrosive atmosphere. The previous day, while chatting informally with assembled investors at a breakfast meeting in New York City, he'd casually let slip that a reorganization of the Telcelglobe deal might be in the cards. Word immediately trickled to Toronto at lightning speed, and as the rumor mill began to churn, BCE was forced to issue a public statement clarifying Monty's comments. Despite that misguided attempt, several complaints against the company and its handling of the incident have now been filed with the Ontario Securities Commission.

Although securities regulators frown on "selective disclosure," Canadian retail investors are pretty much accustomed to hearing out of the real-time loop when it comes to corporate news. While some companies have become more inclusive, allowing all shareholders and media to at least listen in on the occasionally "leaky" conference calls between senior management and investors, most don't. Often, it's only after seeing a change in trading volume and price that the average person realizes something's up with a stock he or she holds.

This time out, it was the professionals who were left out in the cold. That situation was significant for several reasons. First, BCE is among the most widely held equities in Canada; it's a core position in most mutual- and pension-fund accounts. It was also a badly timed surprise, coming just at the end of the second quarter draw. Fund managers' performances are monitored and measured on a quarterly basis, and the negative impact on the news was sure to weaken their results. Although many individual investors have returned to the market, institutions remain a formidable

force when they turn against a stock or management team.

There's no doubt that BCE executives have had a challenging time since that disaster earlier this year to spin off the company's 57-per-cent stake in Norad Networks Corp. The move behind the move was to help the market more fully realize the value of all other assets under the BCE umbrella, including Bell Canada, the Sympatico Internet operation and, pending approval, the CTV network. But rather than embracing the new, stripped-down BCE, investors who had used it as a proxy for additional leverage to Norad abandoned it. BCE found itself saddled with a 25-per-cent hold in company discounts, which reflects the wide array of separate business units the company controls.

Monty recently lured outside consultants to help him get a better grip on investor and media perceptions, in a bid to shake out punishing discounts. He has also taken the highly unusual—and potentially damaging—step of publicly declaring a year-end target of \$50 a share for the company. Following the acquisition of CTV earlier this year and last week's profit warnings from parent-owned CGL Group, the abrupt reorganization of the share-diluting Telcelglobe deal has moved BCE into the category of "throw-in" stocks. In Bay Street jargon, that means some confidence in management has disappeared. Only strong, sustainable results will win back support.

With Telcelglobe, those results may take time. So far, there's no top on the amount of financial support BCE will provide. Few details have emerged about the nature of Telcelglobe's financial problems. Analysts note that the modifications to the share exchange ratio—amounting to a reduction of 5400 shares—more than offset the \$150-million cash bailout, but no explanation of the discrepancy has been forthcoming.

The issue of support is not only an external one. Internally, BCE's board of directors seems to be grappling with many of the same concerns, including Monty's cautious style. Last year, for example, he startled the board by accepting the abrupt resignation of John MacDonald, the well-respected former head of New Brunswick Telephone, as CEO of Bell Canada. Monty immediately filled that vacancy himself.

Still, Monty has a large reserve of goodwill upon which to draw, largely because of his dramatic turnaround of Norad Networks in the 1990s. Upon leaving Norad to return to BCE, his rival for the top job, Ronald Osborne, suddenly left the company. But Monty deserves credit for assembling a top-notch team of executives in BCE-controlled companies, including Terry Jarman, who was recently transferred to Telcelglobe, and Anderson, the recently hired CFO. The Telcelglobe deal is slated to close in mid-October. For Anderson, hopefully next year's birthday will be a happier occasion.

Husky buys Renaissance

Consolidation continued in the oilpatch as privately held Husky Oil Ltd. agreed to merge with Renaissance Energy Ltd., both of Calgary. The new entity, to be called Husky Energy Inc., will be publicly traded, with 65 per cent initially owned by Husky shareholders and 35 per cent by Renaissance shareholders. Some analysts suggested that the \$2.6-billion deal provided Husky, controlled by Hong Kong billionaire Li Ka-shing, with a way of going public without the expense of an initial public offering. The new company will become one of Canada's largest oil and gas firms.

Changing partners

The Royal Bank of Canada scooped up the insurance subsidiary of South Carolina-based Liberty Corp. for \$800 million. The deal is the bank's single largest acquisition in the United States. Also last week, CIBC sold its home and auto insurance divisions to Desjardins-Laurentien Financial Corp. The deal ends the Commerce's eight-year experiment with the insurance business (see last year's life insurance roundup).

Ranking Web stores

Many online retailers fail to meet basic standards of security and customer service, according to a report sponsored by Bryn Mawr Polytechnic University's Centre for the Study of Commercial Activity. The study of 200 retail Web sites also found that many smaller, less well-known sites provide superior service: the No. 1 ranked site was Garden.com, while Amazon.com ranked only 60th.

Crude stays high

In the face of continuing high prices for crude oil—more than \$30 (U.S.) a barrel last week—the Organization of Petroleum Exporting Countries agreed to hike production by 700,000 barrels a day. But analysts said the increase was not enough to bring down gasoline prices significantly. World demand for oil is expected to increase by five per cent over the next six months and OPEC has agreed to meet in September to consider raising production again.

Royal admits fund manipulation

The Royal Bank of Canada acknowledged that two portfolio managers and two traders at its pension asset arm, RT Capital Management Inc., were involved in manipulating stocks. The admission came two days after the bank confirmed that securities regulators had been investigating RT for almost a year. Employees at several major brokerage houses, including BMO Nesbitt Burns, CIBC World Markets, Scotia Capital and TD Securities, were also questioned by officials from the Toronto Stock Exchange and the Ontario Securities Commission. The Royal said that although the effect on



Edwina Prole

the funds was small, it viewed the matter as "very serious." So far, there are no formal allegations of wrongdoing. In industry sources said RT Capital, headed by Michael Edwina, and the brokers are eager to settle the case.

The investigation turned the spotlight on the practice of "high closing," buying shares of a company in the last few trading hours of a quarterly period, pushing up the stock's value at the close and ef-

fectively improving results for the whole quarter. Formerly Royal Trust, RT manages the pension funds of companies such as Air Canada, Noranda Inc. and Scan Canada Inc.

Microsoft unveils the next generation

Bill Gates, the billionaire founder of Microsoft Corp., said it is betting his company on a new strategy aimed at unseating some of Microsoft's most popular products with the Internet and a range of devices such as personal and handheld computers and cell phones. To be called Microsoft Next, the new venture will provide online access to software such as Microsoft Office and the Windows operating system. In his presentation, Gates ignored last month's antitrust decision—currently under appeal—that could result in the breakup of Microsoft.

Financial Outlook

Deposit slips are an endangered species. Paper transactions account for less than 40 per cent of all payments passing through the country's financial

system and the numbers are shrinking. Consumers now prefer to use electronic methods such as debit cards, Internet access and bank machines. "It's a huge, huge shift in the way consumers are spending," according to Genevieve Aepin of the Canadian Payments Association. Last year, \$11.8 trillion flowed through the Automated Clearing Settlement System, which the CPA operates. In the past decade, the use of electronic payment methods has grown by a whopping 350 per cent. For all the new technology, Aepin doesn't expect paper to vanish completely—just to become a lot rarer.



Raising the stakes

A move to boost the value of university athletic awards could help slow Canada's 'brawn drain'

Call it California doesn't. From the moment 18-year-old Tawana Windlow began her all-expenses-trip to the University of California in Los Angeles last fall, the school's mascot cast the spell of La-la-land. They treated the Edmonton volleyball player down-pool, Rodeo Drive, and took her celebrity-watching in well-known restaurants. They showed her UCLA's gleaming sports facilities, and treated her with a scholarship worth \$26,500 a year. The six-foot, two-inch high-school star weighed similar offers from three other U.S. universities. But in the end, she opted for home-town University of Alberta, which has won the national women's volleyball crown for the past six years. "It had more to offer up to all the money and the hype in the States," says Windlow, who came down in September. "But in the end, I thought, 'Why not let the talent in Canada?'"

Coaches are hoping more athletes will make the same choice following a long-debated decision on June 17 to allow universities to increase the value of athletic awards.

In a landmark move, the country's governing body for university sports—the Canadian Interuniversity Athletic Union—voted at its annual general meeting in St. John's, Nfld., to raise the old limit of \$10,500 for most awards to the cost of tuition and fees, which now averages \$3,375.

Apart from money, the biggest winner is the CIAU itself, whose 48 member schools have come previously close to splitting over the divisive issue. Some schools have feared that failing to limit awards would repeat the sins of the United States, where the average sports scholarship is \$18,900 a year, even

though annual graduation rates for athletes are as low as 30 per cent. In St. John's, the CIAU reaffirmed its commitment to academic excellence, voting down a motion to lower the average grade that entering students need to qualify for an athletic award to 70 per cent from 80 per cent. Still, many university athletic directors believe that making athletic awards a little richer will help slow the so-called brawn drain across the border. "There's a battle for students," says Ian Reid, director of athletics at the University of Alberta. "This is something that our country needs and our athletes need."

Even so, not every university may decide to sign on. In Ontario, where the opposition to larger athletic awards has traditionally been strongest, government funding cuts and the lifting of tuition limits for many professional programs will make it difficult for some universities to subscribe to the new CIAU policy, says Darwin Scrimshaw, chairman of intercollegiate athletics at the University of Western Ontario in London. Across Canada, schools with less financial help could fall further behind their wealthier rivals. But unless they see the CIAU decision will help level the playing field. In the past, athletes with high marks could receive combined athletic-academic awards worth any amount. Bidding was reached \$9,000 a year or more, says Reade. Now, all awards will be awarded to the cost of tuition and fees.

Ultimately, some homegrown athletes will leave, no matter what universities offer. About 1,800 Canadians are currently on sports scholarships at U.S. universities. Not all are drawn by money. In a survey completed last year for his kinesiology degree at Waterloo's Wilfrid Laurier University, Mike McKinnis, now a CIAU official, found that only six of the 40 athletes questioned said they would have stayed home if their Canadian reward had covered tuition, as will under the CIAU's new policy.



Windlow at Alberta: putting pride over profit

rely on sports scholarships at U.S. universities. Not all are drawn by money. In a survey completed last year for his kinesiology degree at Waterloo's Wilfrid Laurier University, Mike McKinnis, now a CIAU official, found that only six of the 40 athletes questioned said they would have stayed home if their Canadian reward had covered tuition, as will under the CIAU's new policy.

Still, the rewards of heading south aren't always what they seem. Despite a generous aid package, hockey player Michelle Labbé, a native of Pointe Claire, Que., will still graduate from Vermont's Middlebury College next year with a \$30,000 debt. She says the appeal for her is the privilege of attending a prestigious, high-priced liberal-arts school. "There are some great colleges in Canada," says Labbé, 21. "But the money and support of the American sports programs is so much further ahead." In the end, for many athletes, national pride only goes so far.

John Schofield



Charles Gordon

How low can we go?

In the underrated newspaper comic strip *Betty*, the family is watching television, and Betty is saying, "Each culture finds ways to acquire wealth. Conquest, trade, theft, innovation." From the TV come the words "Final answer!" and Betty says "I believe one is the first to rely on time."

Well, it's a good line. It's also typical of our tendency to draw sweeping conclusions about ourselves from the programs and movies we watch and the music we listen to. There is no shortage of horrors out there from which to take evidence that the decline is here and the fall is just around the corner. It's easy to see where we get such ideas. When a television program such as *Who Wants to Be a Millionaire* develops a following, the media are quick to piggyback stories off it. The media need stories. You must remember that.

In the case for stories, the what-does-it-mean story is a sure winner. A quiz show is popular on television, therefore it must mean something. We the media go immediately to the cops—consultants and people at universities. If everybody likes this show, what does it tell us about ourselves? One answer is what Betty has told us: we are using time as a means to acquire wealth. Others will tell us something different, that we have become so obsessed by money that what we like to do is watch people on television try to get it. *Who Wants to Be a Millionaire* might well show how far we have sunk.

Or would the program that shows how far we have sunk be *Silverio*, which is, according to apocalyptic dispatches, about real people being cast in each other on a tropical island? Or had we already reached the bottom with all those afternoon talk shows about teenage hookers turned rock stars or animals? Two things we know for sure. First, the direction is always towards the bottom. Second, there are good stories to be had in finding ways in which we have come closer to it. Do we know much more than that? Probably not. Consider that while the program in question may have vast audiences and provide an inexhaustible supply of catchphrases for comedians and comic strips, there are still people on our continent who have never heard of it. A vast TV audience is not the same thing as everybody. Recent U.S. measurements show *Who Wants to Be a Millionaire* with 16 million viewers on some nights. That's a lot of viewers, but there are 300 million people in the United States.

So the phenomenon about which sweeping generalizations are made, concerning its impact on North American civilization, is actually seen by a fraction of it. Some are completely unaware of its existence. There are places in North America where people do not know that *Celine Dion* is pregnant.

There are people in North America who do not know that *Celine Dion* exists. There are people who do not know that the Beatles broke up. Your parents may be among them.

What, then, can we conclude about *Who Wants to Be a Millionaire*? Well, some people watch it. A vast network executives want to estimate. Anything else? No. No network executives before and there will be again. Next year, it could be westerns, and experts will be struggling to explain their significance. They will probably say that we are longing for simpler times. Changes that are important affect the way we work, the way we live at home and the way we receive information. They are mostly technological. They probably affect us spiritually as well, but that's harder to measure. We try to measure them as best we can, using such things as television ratings and movie box office, which we invest with meaning.

What is significant, when you think about it, is how little we as people have changed despite all the earth-shattering developments in mass culture to which we are alerted daily in the age of 24-hour all-news television, expanded newspaper entertainment sections, the Internet and *Entertainment Tonight*. In defiance of the media, it's much easier to cover what's visible. People who are not into decline thing are less visible than people who are. Take news, which has received considerable publicity. Does their existence tell us anything about the condition of today's youth? Considering that most of today's youth have never been near news, probably not. But their existence brings on that decline-and-fall illusion.

Coverage of young people generally concentrates on what is outrageous. We read the coverage, look at the kids around us and know that something doesn't quite add up. The kids we read about in the papers are not the kids we see. The same goes for social trends. Last year, it was breathlessly reported that cocaine had taken over middle-class living rooms. This year, it is breathlessly reported that ecstasy is the drug of choice when young urban professionals get together. From what you see around you, do you believe it? And do you believe that next year around this time the young urban professionals will be reported to be using something else?

It's not that you shouldn't believe everything that you read in the papers. It's more a question of not leaping to conclusions. We are used to be in a period of impotence, of read signs of things to come. It is true that there seem to be more big ugly vehicles on the road, but your experience probably tells you that your neighbours, the people you work with and the people you meet on the bus are just as nice as they ever were, whether they were to be millionaires or not.

Some of them even know that the Beatles broke up.

Charles Gordon is a columnist with The Ottawa Citizen.

Walking the plank

Katze Lee-Gifford, the tribe has spoken. In a recent *TV Guide* poll, viewers of the hit CBS show *Savannah*—which puts 16 people against each other on a deserted island with the winner receiving \$1 million (U.S.)—were asked who would get kicked off the island first in a hypothetical celebrity version. The choices were: *Savannah* host Katze Lee-Gifford, her former partner **Regis Philbin**, the cast of *Friends*, WWF wrestler **The Rock**, Canadian shock comic **Joan Green** and talk-show host **Rae O'Donnell**. Forty-four per cent picked *Savannah* as the first to get the boot. Green was third to be removed (12



O'Donnell, Green (right) have and have

per cent), while *The Rock* and the *Friends* group were the last at five per cent each. It appears the TV public has a love-hate relationship with O'Donnell: the so-called Queen of Nice was the second celebrity to walk the plank and voted the person most likely to remain at the end.

Pop Movies

1. <i>Get on Up</i> (PG-13)	\$2,152,000
2. <i>Shrek 2</i> (PG)	\$2,007,100
3. <i>Mississippi</i> (PG-13)	\$1,100,000
4. <i>Step and Repeat</i> (PG)	\$1,000,000
5. <i>Yours, Mine & Ours</i> (PG)	\$810,000
6. <i>Madagascar</i> (PG)	\$710,000
7. <i>The Hot Chick</i> (PG)	\$610,000
8. <i>Real Time</i> (PG)	\$410,000
9. <i>Shogun</i> (PG)	\$310,000

The most popular movie according to box office receipts during the weekend of the week ending June 22. (Excludes numbers of movies already shown.)

Source: Entertainment Weekly



Wahlberg serves of the century

Waterworks

Hollywood hunk George Clooney and Mark Wahlberg show screen time with a 30-minute in *The Proletarian*. Based on a true story (and the 1997 best-selling book by Sebastian Junger) about the October, 1991, storm that hit the New England coast—considered the worst in modern history—the film follows the crew of the *Andrea Gail*, a swordfishing boat caught at sea.

Best-Sellers

1. <i>THE LAST THING HE SAID</i> (PG)	1
2. <i>THE LAST THING HE SAID</i> (PG)	2
3. <i>THE LAST THING HE SAID</i> (PG)	3
4. <i>THE LAST THING HE SAID</i> (PG)	4
5. <i>THE LAST THING HE SAID</i> (PG)	5
6. <i>THE LAST THING HE SAID</i> (PG)	6
7. <i>THE LAST THING HE SAID</i> (PG)	7
8. <i>THE LAST THING HE SAID</i> (PG)	8
9. <i>THE LAST THING HE SAID</i> (PG)	9
10. <i>THE LAST THING HE SAID</i> (PG)	10

The most popular movie according to box office receipts during the weekend of the week ending June 22. (Excludes numbers of movies already shown.)

Source: Entertainment Weekly

Nonfiction

1. <i>THE LAST THING HE SAID</i> (PG)	1
2. <i>THE LAST THING HE SAID</i> (PG)	2
3. <i>THE LAST THING HE SAID</i> (PG)	3
4. <i>THE LAST THING HE SAID</i> (PG)	4
5. <i>THE LAST THING HE SAID</i> (PG)	5
6. <i>THE LAST THING HE SAID</i> (PG)	6
7. <i>THE LAST THING HE SAID</i> (PG)	7
8. <i>THE LAST THING HE SAID</i> (PG)	8
9. <i>THE LAST THING HE SAID</i> (PG)	9
10. <i>THE LAST THING HE SAID</i> (PG)	10

The most popular movie according to box office receipts during the weekend of the week ending June 22. (Excludes numbers of movies already shown.)

Source: Entertainment Weekly

Literary geography

Montreal is the only city in the world with a strong tradition of writing in French and English, a heritage commemorated by Bryan Dermachinsky and Elvira Katsman Naves's *Seventy-Six: Montreal in the Literary Imagination* (Macfarlane Walter & Ross). The setting for some 600 French-language novels in the past century alone, Montreal has also been a vital center for English-Canadian literature. The city's landscape, history and culture have been celebrated by Michel Tremblay and Hugh MacLennan, Mordecai Richler and Gabrielle Roy, journalism at the Montreal Gazette, Dermachinsky and Naves approach the deft literary history through the dis-verse neighbourhoods and the writers associated with them, weaving biographical sketches of Richler and Tremblay, for instance, into short histories of the Jewish, Irish and the French working-class Plateau district.



Seventy-Six (McGraw-Hill) is a collection of essays and stories that explore the literary history of Montreal. The book is a collection of essays and stories that explore the literary history of Montreal. The book is a collection of essays and stories that explore the literary history of Montreal.

*Conville (left) and Grammer blurring reviews for his *Madhouse**

Art

For Canadian artist Alex Colville, renowned for his hyperrealistic style of painting, the principal role of a creator is to establish harmony. "It is my job to make order out of chaos," he says. "So that things that do make sense to make sense do make sense." The exhibition *Alex Colville Milestones*, on display at the National Gallery of Canada in Ottawa until Sept. 17, is a collection of paintings, drawings and prints spanning five decades of work that reflects his fascination with restoring order. The exhibit includes his popular paintings *Jo Prince Edward's Island* (1995) and *Couple on Beach* (1957).



To Prince Edward Island, *Jo Prince Edward's Island*

Colville, who was born in Toronto in 1920, served as an official war artist in the Second World War and the Ottawa-based Canadian War Museum is mounting *Colville at War: Watercolours 1944-1945*, in conjunction with the National Gallery's exhibition.

A washout on the Great White Way

Actress Kelsey Grammer may rule television, but he is a bust on Broadway. The multiple *Emmy Award*-winning star of NBC's hit sitcom *Frankie* tackled the role in a production of Shakespeare's *Macbeth*—no laughing matter. Many termed Grammer's performance "an angry war torn," while *The New York Times* critic called the production "bizarre-wicked." The play closed last Sun-



day after just 15 performances and a loss of \$1.5 million (U.S.). The producers reportedly wanted to close the show after its Boston debut, but Grammer, 45, put his own money into the production.

The actor can blame his appearance in the university period production on his third and current wife, Camille. 31. "One afternoon," Grammer told *Henry* on March 1, "she called [a theatrical producer] and said, 'What do you think about Kelsey doing *Macbeth*?' " Now they know.

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Allan Fotheringham

Why do they do it?

Last week, at the solstice marking the first day of summer, the Druids and other people who buy at the moon gathered at Stonehenge in the south of England. They did the obligatory chants and wails over the huge rocks that nearly 4,000 years ago were dragged 200 km to the site from Wales. Some things defy explanation.

It must be infectious, at this time of the year. My old friend Betty Kennedy, a half-year from her 75th birthday, is appointed to the Canadian Senate, where the utmost must settle at 75. A journalist goes into politics.

At the same time, my old friend Brian Mulroney becomes acting CEO of Sun Media, and therefore my boss. A politician goes into journalism. It must be the sun.

This news, of course, is going to be most disastrous to Mike Duffy, the winsome CTV pundit, who has been seriously trying for decades to become a senator from his native Prince Edward Island, where there are otherwise not many jobs. Unless you've got red hair and play *Assault on Green Gables*, being female.

Since Duffy cannot qualify in either regard, not only having red hair but no hair at all, he is not happy. He is so unhappy that he actually *sees* Frank the Ozman, sure sign that all politicians lose because it made so much fun of him that he signed it onto him an *Order of Ensign*. He got a senile senile—and didn't even have to go to Stonehenge.

Another senior observer to the Betty Kennedy appointment was the CBC's chief panel judge, Larry Zoff, who has moaned in print for years about his instability—among the hacks, lunatics and the spinners who have made it to the Senate—so he considered. His ambition has not been helped, one assumes, by his book on the Senate, titled *Servant of the Future*.

Life is full of missed chances. When Mr. Mulroney and I were still close, as leader of Her Majesty's Loyal Opposition he sent a letter through a mutual friend that once in power he was going to send my humble agent to Rome as Canada's ambassador. Said humble agent, disdaining all his dignity and principles, sent back the message that no self-respecting journalist would ever consider such an offer.

Well, the humble agent has since been several times to Canada's ambassadorial digs in Rome. Viewing the hot-and-cold running servants and maids, the pool, the tennis

courts, the acres of flowers and trees, the principled journalist sometimes thinks that was the worst decision made since the time I backed Manitoba premier Duff Roblin, unless, for prime minister.

When longmaker and long-breeder Dalton Camp forced the erratic John Diefenbaker into a leadership contest, he first went to Winnipeg to attempt to recruit Roblin as his prime candidate. The premier dithered and dithered and couldn't give an answer.

An amused Camp then turned to Nova Scotia premier Robert Stanfield. Camp thought—as he later wrote—"he will be a hard man to get elected, but once elected they'll never get him out."

Which is all true, of course, and which is like saying that if Napoleon had had nuclear subs we'd all be now be speaking French. Roblin, too late, finally entered the race and finished second.

I finally met Roblin just a few years ago and apologized to him since, having a record of profusion unblemished by success, my backing had obviously proved him. "No reason for any apology," he replied. "I know the person who killed my chances. I met him in my shining, nameless every morning." (I digress.)

Who knows what makes people make political decisions? Not to mention what up ones, or do voice ones? All the psycho-babble experts think Hillary Clinton is running for senator in New York to get even with Bill for Mexico and use the spot for her visit to the White House as well. As the English say, if my aunt had balls she'd be my uncle.

Sean Christie is packing empty spots in the Senate with soon-to-retire figures so as to get his charity bill through Parliament. Just as Brian used a similar tactic to get a precious piece of legislation—the GST—through the red chamber.

One reason with innocent friend, Betty's maiden speech since, with her impeccable records, she will undoubtedly know of George-Castor Dossoules. Appeared in 1987 at age 79 when senators were in for life, he died at 103 with his boots on, having spoken only twice—once when he was introduced, the second when he was given an oil portrait on his 100th birthday.

Some wise man once said that any journalist who wants to be a politician is like a jockey who wants to be a horse. The more both Betty and Brian will be amused by that.



By cartoonist

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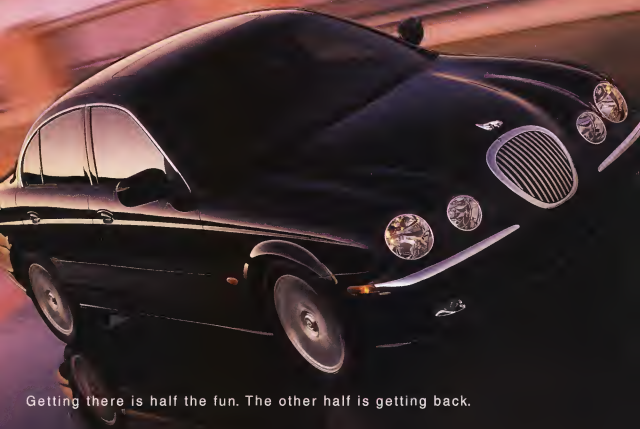
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